Original Research Article

The Adoption of e-HRM in Zimbabwe: A Telecommunications Sector's View.

Abstract

The 21st-century has witnessed the catalytic effect of Information Technology (IT) in organisational operations, increasing efficiency and effectiveness. Technology's disruptive effect has not sparred human resources management; thus, this study investigates the impact of electronic Human Resources Management (e-HRM) on a telecommunications-based organisation's human resources management (HRM) practices.The study implemented a questionnaire-based survey targeting organisation A's 130 managers and supervisors.The respondents agreed that e-HRM had improved organisational compensation and automated the management of employee records. A high Kurtosis value shows that e-HRMimproved employee performance. The respondents were optimistic that e-HRM improved communication between employees and managers, thereby increasing efficiency. The respondents noted that aligning e-HRM processes to the HRM function was a challenge by fearing changing how employees and HRM staff performed their work.Respondents agreed that confidentiality and security of personal records werevitalas employee records could be hacked.The identified benefits included lowering administrative costs, delivering state of the art HRM services, enabling HR staff more time to focus on strategic matters, increasing HRM effectiveness and efficiency, and facilitating the scouting of the best talent globally. The study generates new knowledge for benchmarking as telecommunications players in Zimbabwe endeavour to embrace e-HRM. The study contributesliterature on e-HRM adoption, which appears scant in developing countries such as Zimbabwe. More research on e-HRMadoption in developing countries provides practical and theoretical implications for the HRM practice and the research community.Future studies could involve several organisations for more generalisability of the results.

Keywords: e-HRM, strategic HRM, factor analysis, e-compensation, performance

1.0 Introduction and background

The turn of the century has seen Information Technology (IT) becoming a buzzword in organisations,transforming organisational processes(CapGemini Consulting, 2017).IT influenceshuman resources management (HRM) from planning, recruitment, management, training, compensation and maintenance functions (Sohail, Hussain, & Riaz, 2020). Organisations should develop strategies and competencies that enable them to compete in the knowledge economy.Al-Harazneh and Sila (2021)recognised that organisations areincreasingly implementingelectronic human resources management (e-HRM)to improve their HRM practice. Globally,organisations have implemented e-HRM over the last two decades (Sabrina, 2014). However, its implementation in developing countries such as Zimbabwe is still at the infancy stage.

Organisation A is one of the blue chip firms in Zimbabwe, a leader in new technology adoption and implementation within the mobile telecommunications sector (Changunda, 2021). Telecommunications organisations in Zimbabwe benchmark with other regional telecommunications giants such as MTN, Globacom, Airtel, and Etisalat, who have embraced e-HRM as a strategic tool for competitive advantage(Francis, 2013). By adopting e-HRM, organisation A will use electronic personnel files and offer self-service, cloud solutions, reducing the HRM department's workload.

Monsen (2018) asserts that the success of renowned companies such as Apple, Nike, Disney, Amazon and Google, among others, was partly accredited to the adoption of e-HRM. This view was upheld by Fedorova et al. (2019), who alluded that embracing e-HRM incredibly improves human resources productivity. E-HRM creates efficiency and effectiveness,thereby improving service quality for the enterprise (Ruël, Bondarouk, & Looise, 2004).

Therefore, migrating from the traditional HRM to e-HRM is a critical innovation that can increase the firm's economic value. This is because e-HRM gives employees a remarkable ability to balance their professional demands and personal life, emerging as the cornerstone of the new world order. The adoption of e-HRM reduces costs across several HRM processes such as planning, recruitment, training, appraisals, industrial relations and many others (Findikli & Rofcanin, 2016).

Even though business organisations may not have absolute control over their human resources, the technological revolution of the 21st-century has endowed them with tools and techniques for effectively managing this vital resource. According to Masum and Kabir (2015), this has given rise to e-HRM as HRM practices affect the performance and behaviour of the employees on whom companies rely on to achieve business success.

Since the dawn of the 21st-century, which Larkin (2017) described as the IT era, organisations have been upbeat with incorporating Information Communication Technology (ICT) in their work processes through different tools and techniques. This has also seen human resource management (HRM) evolving from a maintenance function to a source of sustainable competitive advantage (Fedorova et al., 2019). Although e-HRM gained prominence in the 21st-century, the term e-HRM first came into use in the 1990s when e-commerce started dominating the business world (Martinson & De Leon, 2018). Jones and Wynn (2021) note that technological advancements and integration in businesshave made the"paperless office" a reality while creating a real-time information-based interactive work environment. Thus e-HRM refers to conducting human resource transactions using Internet-based technology (Nikolić, Cvetković, & Zečević, 2020).

The expectation is that HRMdepartments using ICTs willbe liberated from the administrative shackles and focus more on developing intellectual and social capital for managing human capital (Hermann, Pentek, & Otto, 2016). E-HRM enables HRM functions such as information services and HRM applications to be accessible at any time by the employees, managers and HR professionals(Bondarouk, Parry, & Furtmueller, 2017). The e-HRM system offers employees flexibility by allowing them to control their personal information through updating records and

making decisions. It also allows managers to access information and make decisions without consulting the HRM department (Marler& Parry, 2015).

E-HRM is an electronic way of implementing HRM strategies, policies, and practices through conscious and directed support through the full use of technology(Poisat & Mey, 2017). It is viewed as a business solution designed for HRM professionals and executive managers to manage the workforce.E-HRM enables employees to participate and keep track of relevant information (Bondarouk, Parry, & Furtmueller, 2017). Innovating on technological usage has enabled organisations to effectively manage manyHRM processes (Panayotopoulou, Galanaki, & Papalexandris, 2010).

Poisat and Mey (2017) pointed out that nearly 70 percent of European companies used the Internet or intranet to deliver HRM services. Hermann et al. (2016) applauded the adoption of e-HRM to enable companies to be transparent and offer employees the leeway for work-life balance. Despite a surgein usage of e-HRM and its possible impact on business performance, not many studies have been conducted to establish its impact on Zimbabwean organisations. The thrust of this study is to establish the impact of e-HRM on the HRM practices in the Zimbabwean telecommunications sector. The research is motivated by Bondarouk et al. (2017), who concluded that more theoretical and methodological underpinning was required in e-HRM adoption. Thus the study investigates the impact of e-HRM on a Zimbabwean telecommunications operator's HRM practices.

2.0 Literature review

2.1 An overview of Human Resources

Human Resource Managementstarted from the Labour Relations Management (1890-1939) and stretched to Personnel Management (1945-1979) (Barman & Das, 2018). It earlier viewed human capital as a cost to the organisation; as a result, managers at that time approached personnel management with the eye of reducing employee-related costs by strictly emphasising performance outcomes(Chytiri, 2019).

For instance, Armstrong (2006) defined HRM as an employment management approach to achieve competitive advantage by strategically deploying a highly committed and capable workforce using various cultural, structural, and personnel techniques.Zhao et al. (2012) and Marler and Parry (2015) defined HRM as a strategic approach to managing employment relations that emphasises leveraging the employees' capabilities to achievea competitive advantage. Ekwoaba, Ikeije and Ufoma (2015) defined it as a people management function ensuring that organisations are staffed with the right qualified and skilled personnel and are rightfully remunerated and involved in teamwork and performance management.

3.0 Understanding E-HRM

The emergence of the knowledge economy has seen almost every function of organisations digitally transforming in line with the fourth industrial revolution (Nwaiwu, 2018; Strohmeier, 2020).Verina and Titko (2019) opined that the digitalisation of the HRM function entails instilling a change management culture as an overarching strategy. Strohmeier (2020) described e-HRM as the process of optimising electronic systems such as SMAC (social, mobile, analytics and cloud) technologies to optimise the function of human resources. Amladi (2017) defined e-HRM as a tectonic shift in the HRM function. De Alwis (2010) defined e-HRM as the overall digital transformation of the HRM industry, which is driven by technological advancement.

As noted by Chakraborty and Mansor (2013), there is a need for modern-day organisations to embrace new HRM technology to align their HRM functions to the new world order. This opinion suggests that embracing digital technology in managing HRM has emerged as a strategic tool for surviving the global pressures.Indara and Muathe (2017)contended that human capital and information are major workplace factors that drive business performance. E-HRM involves using web-based systems to manage the human resource functions, tactics, and policies (Foiji, Hoque, & Khan, 2019; Sharma & Shukla, 2013).Kaur (2013) and Marler and Parry (2015) report that e-HRMmakes firms more efficient and effective by reducing paperwork while increasing accuracy and precision.

Sharma and Shukla (2013) opined that organisations become well positioned to integrate and connect employees from different workstations into one room by deploying technology to manage human capital. E-HRMsupports the decentralisation of the work environment and

globalisation.This implies that business organisations that keep pace with IT advancement become relevant players in the global business world, and according to Bondarouk et al. (2017),they compete on an equal footing with global players when it comes to employee recruitment and selection.

4.0 Factors promoting the adoption of electronic HRM

E-HRM has transformed HRM from the traditional administrative role into a strategic business tool(Shobaki, Naser, Amuna, & Talla, 2017; Lawler &Mohrman, 2003; Findikli & Rofcanin, 2016; Marler, & Parry, 2015). As a result,Ahmer (2013) observed that business organisations have embraced and fused e-HRM with Human Resource Information Systems (HRIS) as a strategic means of meeting the HRM needs of both the internal and external stakeholders.

Even though De Alwis (2010) and Amladi (2017) found the adoption of e-HRMas a reflection of the technological alertness of the firm, Masum and Kadar (2015) classified adoption factors into three distinct levels; the individual, the organisational and the technological. On the contrary,Richter et al. (2019) identified users' perception, attitude, motivation, and intentions as determinants of e-HRM adoption. Hassan, Iqbal, & Habibah (2020)observed how the Technology Acceptance Model (TAM) affected e-HRM adoptionthrough attributes such as ease of use, attitude, and users' perception.

Delorme and Arcand (2010) echoed that user attributes and their ease of interaction with IT significantly influence the adoption of any technological invention. According to Ahmer (2013), the attitude of senior personnel towards adopting new technology determines its adoption. Additionally, Masum and Kadar (2015) identified organisational factors such as the firm's size, technical skills and competencies possessed by the workforce. Guetal (2019) also identified top management's commitment as a significant factorin adopting new technology, such as e-HRM.

Bondarouk et al. (2017) concluded that financial support was another major organisational enabler when adopting e-HRM.

According to Troshani, Jerram and Hill (2011), the adoption of new technology can be hampered by barriers such as innovation complexity and the compatibility of new technology with legacy systems. Masum and Kadar (2015) identified some environmental factors that influenced the adoption of e-HRM,such as the competitive environment that exert enormous pressure on the need to adopt or not to adopt e-HRM.

5.0 The use of electronic HRM in organisations

Nawaz and Gomes (2017) report that e-HRM enables the digitalisation of HRM systems, thereby simplifyingthe administration of HRM processes. According to Spitzer (2014), through e-HRM,an organisation can recruit from vast and distant geographical areas, replacing traditional staffing and workforce planning constraints. Goldstein (2015) notes that companies can efficiently and effectively distribute staffing issues more attractively through adopting IT to manage HRM processes and procedures. Twinning HRM with IT services has made it possible for companies to perform their HRM functions better through utilising what Nwaiwu (2018) referred to as cloud-based services.

5.1 The benefits of electronic HRM to HRM

According to Kuvaas et al. (2014), e-HRM has assisted stakeholders such as management and executives to realign their mindset and adopt the digitalised way of managing, organising and leading organisations. One notable benefit of e-HRMis that employees interact as they do their daily work,communicate with their employer, and give feedback about their work output(Ebersold & Glass, 2015). As a result of e-HRM adoption, the entire HRM processes and systems can be moderated through digital platforms and apps. Bredin and Söderlund (2011) found e-HRMto be environmentally friendly in that it enhanced the environmental performance of the firms by advocating for paperless HRM systems. Some of the significantcomponents of the e-HRM system includee-performance management, e-training, e-recruitment, and e-learning (Hosain,

2017).The cost of generating information and communicating it to employees has been reduced, whilst communicationbetween employees and their management has increased due to e-HRM.Marler and Parry (2015) report that e-HRM can reduce the cost of hiring by 95 percent.

6.0 Challenges of electronic HRM to HRM professionals

Aggarwal and Sharon (2017) note that human resources managers must continuously adapt to the changing e-HRM practices. According toSwarnalatha and Sureshkrishna (2012), e-HRM presents HRM managers with the daunting tasks of developing and promoting a digital corporate culture. In this regard, HR managers are tasked with ensuring that organisationsare digitally friendly.

The other challenge of adopting e-HRMfaced by HRM managers, according to Srivastava and Agarwal (2012), isthe need to assist other line managers to deal with their e-HRM transformation. As noted by Kuvaas et al. (2014) and Marler and Parry (2015), e-HRMputs pressure on HRM managers to focus on employee satisfaction as a strategic tool for business performance. It is therefore imperative for HRM managers to place employees at the core of the digital transformation strategy. In his study, Hosain (2017) noted that some HRM managers lacked the expertise to use e-HRM systems to select candidates for successful recruitment.

6.1 The impact of e-HRM on business performance

It was observed that businesses that have embraced digital technology are more powerful(Jones & Wynn, 2021). There is always a vast performance difference between firms that adopted e-HRMand those that did not(Adeniji, Osibanjo, & Abiodun, 2013). Digitalisation links the firm with the global community, enabling it to compete for effective and competent human resources. Furthermore, the adoption and usage of digital technology in HRM hasenabled companies to attract, retain and motivate a talented young workforce(Jameel, Abdul- Karem, & Mahmood, 2017).

6.2 E-HRM and Talent Management

The primary function of HRM, according to Armstrong (2014), is the acquisition and retention of talent. Talent management is a significant differentiator and a business builder (Kumar, 2016). Talented employees are heavily sought after in the global employment market. What makes e-HRM effective for talent management, according to Aggarwal et al. (2017), is that it can enhance

collaboration between employees and all the organisational stakeholders. Talent management is a crucial management construct that improves business performance in that it motivates employees. This has a positive impact on work outcomes and work performance (Kumar, 2016).

6.3 E-compensation

Organisations are designing systems for compensation and awarding benefit packages for their employees through ICT based systems, ensuring that compensation information is centrally accessible on time (Umar, Yammama, & Shaibu, 2020). E-compensation provides HRM managers with web-based tools for designing and managing compensation packages and policies, allowing employees to access data and knowledge in real-time. Employees can use the organisation's intranet, extranet and the Internet to select their preferred benefits and compensation, thus allowing flexibility and control.

6.4 e-Learning

e-Learning is an innovative approach for enhancing additional skills or competenciesof employees in order to increase their performance and productivity(Cunningham, 2007). e-Learning is student-centred and convenient, allowing employees to learn anytime and anywhere through various multimedia material accessed via the organisation's network or the Internet. e-Learning facilitates e-training, where employees can collaboratively utilise various digital collaborations.

7.0 The study population

The anonymity and confidentiality of the organisation shall be maintained by referring to it as organisation A. The study implemented a questionnaire-based survey targeting the organisation's 130 managers and supervisors. As such, a 5 point Likert scale instrument was developed where "1" represented "strongly disagree" to "5", which represented "strongly agree". From the 130 questionnaires distributed to the respondents, 107were

completed, giving a response rate of 82.31 percent. The questionnaire was distributed online due to restrictions in movement and physical contact induced by the COVID-19 lockdown.

7.1 The reliability test

A reliability testwas performed to determine the reliability and internal consistency of the instrument. The Cronbach's Alpha test was conducted on the constructs to measure their internal consistency(Taber, 2018).The Cronbach's Alpha value of 0.755 was observed. Nunally (1978),as cited by Taber (2018),prescribed 0.7 as the minimum acceptable value for determining the instrument's reliability. The observed valueshows that the instrument was reliable, and the study's findings can be replicated in similar circumstances.

7.2 The demographic profile of the respondents

The respondent's demographic profile depicts that the majority (69 percent) of the respondents were male,whilefemales constituted 31 percent.Regarding the age of the participants, the majority,42(39.25percent), are in the age group20-30 years, followed by 28 (26.16percent) in the age group 31-40 years, those in the 41-65 yearsage group were 32(29.91percent), while the remaining 4.68percent were younger than 20 years. Related to job experience, about half (51.5percent) of the respondents had 5-10 years of experience, 35percent had 11 years of experience and above, and 13.5percenthad 0-5 years of experience. The results show that 59 percent of the respondents had an undergraduate degree as their highest qualification, followed by 37 percent who had a master's degree. Only 4 percent of the respondents had a Higher National Diploma. The results show that organisation A is a learning institution. According to Heracleous (2003), a learning organisation is characterised by high academic qualifications and continuous adoption of new technology to improve operations and gain a competitive advantage.

7.3 Factor Analysis

Factor analysis was adopted to establish the factors that impact the adoption of e-HRM by organisation A. To ensure that the chosen analysis would be appropriate to the dataset at hand,

the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's test of sphericity were done. The results are presented in Table 1 below.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett's Test of Sphericity	Approx. Chi-Square	214.65
	Df	18
	Sig.	.000

The calculated Kaiser-Meyer-Olkin Measure of Sampling Adequacy statistic was 0.902, with a corresponding significance of 0.000 for the Bartlett test. The calculated value is greater than 0.70, indicating that each factor has sufficient items, any value less than 0.50 indicates inadequate items. The KMO is greater than 0.5, and Bartlett's test is less than 0.1; it follows that the data was acceptable for factor analysis (Zikmund, Babin, Carr, & Griffin, 2010). Having qualified for Factor Analysis, Principal Component Analysis (PCA) was used to extract Varimax rotation. The resultant rotated component matrix is presented in Table 2 below.

Table 2: Rotated Component Matrix

	Component		
	1	2	3
e-HRM is the future of human capital management	.745	.202	.362
e- HRM is a good technological innovation that support HRM	.219	.836	.341
e-HRM is an effective innovation for talent management	.671	.073	.180
e-HRM is reliable in performance management	.172	.336	.774
Adopting e-HRM makes the company a global player in people management	.115	.718	.083
e-HRM improve HRM accuracy by reducing human bias	.023	.128	.693
e-HRM is a decisive conduit for paperless office	.114	.860	.069
e-HRM alienates staff that need personal attention	.071	.237	.092

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Yong andPearce (2013) prescribed that the acceptable factor loadings should be at least 0.4, but ideally, greater than 0.5. Factor analysis is appropriate when the calculated values are between 0.5 and 1.0. Values below 0.5 imply that factor analysis may not be appropriate(Yong & Pearce, 2013). Guided by the caution fromYong andPearce (2013), three central components were extracted, and these were:

Component 1:

- e-HRM is the future of human capital management
- e-HRM is a practical innovation for talent management

Component 2:

- e- HRM is a good technological innovation that supportsHRM
- Adopting e-HRM makes the company a global player in people management
- e-HRM is a decisive conduit for a paperless office

Component 3:

- e-HRM improve HRM accuracy by reducing human bias
- e-HRM is reliable in performance management

Based on the factor analysis presented in Table 2, it is apparent that the three extracted factors affirm that organisation A views the adoption of e-HRM as a critical strategy that positively impacts HRM.

The findingsindicate that e-HRM can significantly and positively alter how employees communicate and interact, most notably with the HRM department. This finding concurs with the views ofEbersold and Glass (2015), who stated that the advent of e-HRM has improved how employees interact as they do their daily work, communicate and give feedback on work output.

Thus e-HRM reduces the physical interaction between employees and HRM managers, thus freeing them to concentrate on strategic issues of the human resources function.

7.4 The impact of HRM on employee relations and management

The advent of e-HRM has reduced the cost of generating information and communicating to employees whilst at the same time improving communication and interaction between employees and management. In this regard, e-HRM has reduced people management costs whilst increasing the speed of communication and interaction(Al Shobaki, Naser, Amuna, & Talla, 2017). The respondents rated the effect of e-HRM on employee relations and management as presented in Table 3.

Table 3: The impact of e-HRM on employee relations

	SD	D	N	A	SA	Mean	Std. Dev	Kurtosis
e-HRM has a potential of lowering the administrative costs	19.9	8.4	0	16.1	55.6	2.1886	1.62971	-92321
By adopting e-HRM, organisation, A can deliver state of the art HR services	21.8	16.9	0	56.7	21.888	21.888	1.62974	-923
Adopting e-HRM gives HRM staff more time to focus on strategic matters	0	8.5	0	8.8	82.5	4.8492	.60117	18.773
e-HRM increases HRM effectiveness and efficiency	0	8.5	0	2.9	88.6	4.7448	.80635	8.604
e-HRM enables organisation A to scout for the best talent globally	17.9	12.9	0	22.8	42.5	2.5661	1.63508	-1.579

The findings indicate that 71.7 percent of the respondents agreed that e-HRMimproved the human resources management of their organisation. The finding has a mean of 2.1886, a standard deviation of 1.62971 and a kurtosis of -.923. Regarding the effect of e-HRM on the handling of employee records, 61.4 percent of the respondents agreed that e-HRM had automated the handling of employee records. This finding has a mean of 2.1888 and a standard deviation of 1.679474, with a kurtosis of -.804.

Regarding the effect of e-HRM on employee performance evaluation, an overwhelming 91.3 percent of the respondents agreed that e-HRM had positively impacted performance evaluation, as shown by a mean of 4.8492 and a standard deviation of .60117. The findings also gave a high kurtosis of 18.773. This is a crucial finding that signifies the importance and benefit of e-HRM in improving HRM. Evaluating employee performance through digital systems brings transparency and fairness.

The majority(91.5 percent) of the respondents agreed that adopting e-HRM improved organisational compensation through a mean of 4.7548, a standard deviation of .80635 anda kurtosis of 8.604. This finding also indicates that there could be very high employee morale. As a whole, the findings presented giveconsiderable consensus that organisation A has benefited from adopting e-HRM. The study's findings resonate with Heracleous (2003), who hailed e-HRM for promoting the development of new skills within employees and management alike. Since electronic platforms continually change, employees will also continuously upgrade their skills to keep pace with technological development, advantageous to the organisation. Goldstein (2015) noted that the advent of e-HRM had transformed how organisations hire, manage and support their employees.

7.5 The challenges withadopting e-HRM

Aggarwal and Sharon (2017) notedthat human resources managers mustcontinuously adapt to the changing e-HRM practices. Swarnalatha and Sureshkrishna (2012)concludedthat e-HRM presents HRM managers with the daunting task of developing and promoting a digital corporate culture within the organisation. Given these concerns, the respondents were asked to rate the challenges associated with adopting and implementing e-HRM, and the findings are presented in Table 4.

Table 4: Challenges of e-HRM to HRM of organisation A

	SD	D	N	A	SA	Mean	Std. Dev	Kurtosis
Aligning e-HRM processes to the HRM function	5.7	28.3	0	17.0	49.1	3.7547	1.45319	-1.354
Fear of changing the way employees and HRM staff do things	7.5	11.3	3.8	71.7	5.7	3.5660	1.02862	1.133

Lack of commitment and involvement by all employees	35.8	25.1	7.5	9.4	22.1	2.8679	1.73247	-1.755
There is a lot of paper work that is difficult to computerise	21.6	46.1	0	18.0	13.3	2.4151	1.69199	-.1.395
There is high risk of losing important information due to hackers	17.0	3.8	9.4	18.9	50.9	3.8302	1.51576	-.512

The respondents were asked to rate the challenges of aligning e-HRM processes to the HRM function; 66.1 percent agreed that aligning e-HRM processes to the HRM function was challenging. This finding has a mean of 3.75, a standard deviation of 1.45319 and a kurtosis of -1.354. The responses show anxietywhen changing how employees and HR staff perform their work, highlighting a significant challenge associated with adopting e-HRM.

The responses show that 60.9percentof the respondents disagreedthat employees lacked commitment and involvement when adopting e-HRM, while 31.1 percent agreed.Results show that 67.7 percent of the respondents disagreed that computerising manual records hindered adopting e-HRM, while 31.3 percent agreed. The finding has a mean of 2.42, a standard deviation of 1.69199, and a kurtosis of -.1.395. Respondents agreed that e-HRM improved communication between employees and managers, thereby increasing efficiency. The finding hasa mean of 2.91, a standard deviation of 1.29199, and a kurtosis of .1.935. The last item evaluatedhow the respondents perceived that the introduction of e-HRM would result in the loss of personal records and compromised access through hacking after adopting e-HRM. The responses show that 69.8 percent agreed, while20.8 percentdisagreed, and the rest were neutral. This finding gave a mean of 3.83 and a standard deviation of 1.51576, whilst the kurtosis was -.512.

The findings presented generally show that the line managers and HRM staff have some phobias towards adopting e-HRM. These findings reveal that the phobias are not unique to organisation

Aas they have been reported by scholars such as Kuvaas et al. (2014), Nwaiwu (2018), Fedorova et al. (2019) and Das & Sureshkrishna (2019).

8.0 Discussion of the findings

The findings presented affirmedthe positive effect of e-HRMon the HRM performance of organisation A. The findings show that organisation A has taken significant steps inaddressingsome of the factors, making it ready to adopt and sustain e-HRM. These factors were identified as significant indicators of the readiness of a firm to digitalise (Amladi, 2017;Masum& Kadar, 2015). The findings also confirmed that the adoption of e-HRMpositively impacts the HRMfunction of organisation A. This view was also expressed by Kuvaas et al. (2014),Ebersold and Glass (2015) and Al Shobaki et al. (2017), who found e-HRM to be associated with many benefits which are catalytic to the business performance of the firm. Despite the benefits, the findings also indicated that the adoption of e-HRM has its fair share of challenges despite the celebrated milestones.Aggarwal and Sharon (2017),Fedorova et al. (2019), and Das and Sureshkrishna (2019) pointed out that e-HRM presents HRM managers with the daunting task of developing and promoting a digital corporate culture.

The findings reveal that organisation A recognises e-HRM as a critical people management strategy to improve efficiency, employee experience, and service delivery. The results show thatorganisation Ais ready to adopt e-HRMthrough a high degree of readiness. The readiness was measured in terms of the readiness of the workforce to adopt e-HRM. When organisations score highly on these factors, it is a good indicator of the readiness to adopt e-HRM(Foiji, Hoque, & Khan, 2019; Masum & Kadar, 2015).

The findings gathered affirmed immense benefits that could accrue to organisation Abyadopting e-HRM. The identified benefits included lowering administrative costs, delivering state of the art HRM services, enabling HRstaff more time to focus on strategic matters, increasing HRM effectiveness and efficiency, and facilitating the scouting of the best talent globally.The findings confirmed the assertions ofSohail et al. (2020), who identified a plethora of benefits that accrue to organisations as a result of embracing e-HRM. Similar sentiments were also expressed by

Masum and Kadar (2015), who hailed e-HRM as an effective strategy for improving an organisation's competitive advantage.

9.0 Conclusions

The findings indicate that organisation Ahad satisfied most of the significant factorsfor the effective adoption of e-HRM. Based on this finding, the study concludes that e-HRM can enableorganisation Ato compete globally for effective and competent human resources, providing tremendous prospects for business success. Implementing e-HRM improves the digital skills and competencies of the employees, which is a critical 21st-century skill. The study's limitation is that it was a case study on one company in the telecommunications industry. However, given that organisation Ais a significant player in the mobile telecommunications industry in Zimbabwe, the findings reflect the industry's general position towards embracing e-HRM. The study recommends that future researchers focus on establishing the effects of e-HRM and digital transformation on employees and business performance of the mobile telecommunication firms in Zimbabwe.

This study is very significant in that it exposes how e-HRM can leverage the HRM practices of organisation A.The study's findingsare essential to organisation A as it reveals whether embracing e-HRM can improve its HRM practices or not. The study generates new knowledge for benchmarking by other players in the telecommunications sector in Zimbabwe as they endeavour to embrace e-HRM. Thus significantly contributing to the body of knowledge on e-HRM, which appears to be very scant in developing countries such as Zimbabwe at the present moment.

COMPETING INTERESTS DISCLAIMER:

Authors have declared that no competing interests exist. The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

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