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JOURNAL PURPOSE

The purpose of the *Ngenani - Zimbabwe Ezekiel Guti University Journal of Community Engagement and Societal Transformation Review and Advancement* is to provide a forum for community engagement and outreach.

CONTRIBUTION AND READERSHIP

Sociologists, demographers, psychologists, development experts, planners, social workers, social engineers, and economists, among others whose focus is on community development.

JOURNAL SPECIFICATIONS

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The journal is a forum for the discussion of ideas, scholarly opinions and case studies of community outreach and engagement. Communities are both defined in terms of people found in a given locale and defined cohorts, like the children, the youth, the elderly and those living with a disability. The strongest view is that getting to know each community or subcommunity is a function of their deliberate participation in

matters affecting them by the community itself. The journal is produced bi-annually.

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Title: must capture the gist and scope of the article

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EFFECTS OF E-HUMAN RESOURCES MANAGEMENT IMPLEMENTATION ON ORGANISATIONAL PRODUCTIVITY: THE CASE OF THE ZIMBABWE REVENUE AUTHORITY

PAIDAMOYO SAMUEL ZVEUSHE¹

Abstract

Although the Zimbabwe Revenue Authority (ZIMRA) has adopted electronic human resources management (e-HRM), it has been experiencing high financial cost and high wastage of resources. There is also reduced quality of human resources (HR) service because workers are overwhelmed with work and, therefore, are going stress that affects their health and, at the end of the day, also affects their performance and production. This study sought to find out how the adoption of e-HRM affects organisational production. The focus was on finding factors that hinder e-HRM adoption, the effects of e-HRM on production and recommendations for positive outcomes. The study is qualitative and compiled using the interpretivist paradigm. A purposive sampling method was used for the collection of data and the researcher chose a sample size of 30 participants that includes HR staff and general employees. The effects of e-HRM on productivity were also discussed. From this research, it has been shown that eHRM promotes individual and organisational performance, reduces costs, improves training and attracts and retains the best employees, thereby increasing quality HR service that, in turn, promotes the productivity of the company. It is evidenced that the participants showed knowledge of the advantages of e-HRM. However, it was found that at ZIMRA, e-HRM is not fully implemented and is underutilised, negatively affecting organisational productivity.

Keywords: *electronic human resource management, relational electronic human resources management*

¹ Human Resources, Zimbabwe Revenue Authority, Harare, Zimbabwe

INTRODUCTION

Technology is an integral part of our daily lives. Routine tasks and problems have been simplified by the use of computers and the Internet. It has sped up some processes and increased the efficiency of performing assignments. In contemporary business, information technology (IT) tools are fundamental to realise processes in a faster and more efficient way. HRM adopted IT systems for it to be efficient and increase organisational effectiveness.

Human resources management's function in any organisation is crucial because it deals with very important and difficult-to-manage resource: human capital. Firms need to recruit, find the best person-job fit and retain talented employees (Laumer, Eckhardt and Weitzel, 2010). In the last decade, HRM has been adapting to various changes and improvements, one of them being technology which has greatly affected the way HRM departments in organisations work. The development of the Internet and other IT tools drive companies to utilise its possibilities in doing business and improving performance. e-HRM conducts HR transactions using the Internet or intranet (Lednick-Hall and Moritz, 2003). Consequently, from such a definition, it could be argued that the value created by e-HRM would likely be assessed as an improvement of the administrative HR processes. Voermans and Van Veldhoven (2007) aver that 'e-HRM could be narrowly defined as the administrative support of the HR function in organisations by using Internet technology'. There are three types of eHRM, i.e relational e-HRM, operational e-HRM and transformational e-HRM.

ZIMRA has adopted e-HRM by use of the internet, intranet and HR software-SAP and the researcher will focus on the actual outcomes of e-HRM. As argued by Foster (2010), one of the biggest advantages of eHRM is cost reduction. As Voermans and Van Veldhoven (2007) indicate that 'e-HRM could be narrowly defined as the administrative support of the HR function in organisations by using Internet technology'. Thus, e-HRM improves service delivery (Lengnick-Hall and Moritz; 2003). However, Strohmeier (2007) suggests that e-HRM in

some organisations created extra organisational barriers like work stress, more HR administration and disappointment in technological properties if not fully utilised. Stone and Lukaszewski (2009) believed that if the workforce is not properly trained in the usage of those systems, it may result in slower task performance and increased longterm costs. Though ZIMRA has moved to e-HRM, they have been facing conditions like increased costs through wastage of time and resources and increased workload, resulting from underutilisation of e-HRM properties.

THEORETICAL FRAMEWORK OF E-HRM

In 2003, several models related to the Technological Acceptance Model, were unified into one model, the Unified Theory of Acceptance and Use of Technology (UTAUT). Eight dimensions were identified to be determinants of the intention to use IT (Venkatesh *et al.*, 2003). Four dimensions were theorised by Venkatesh *et al.* (*ibid.*) to be direct determinants of user acceptance and user behaviour: performance expectancy, effort expectancy, social influence and facilitating conditions.

PERFORMANCE EXPECTANCY

Venkatesh *et al.* (*ibid.*) posit that performance expectancy is —... the degree to which an individual believes that using the system will help him or her to attain gains in job performance.¶ It is the strongest predictor for intention of use and remains the strongest indicator at all points, in voluntary and mandatory settings. The relationship between intention and performance expectancy is moderated by gender and age. The effect of performance expectancy is especially salient to young people.

EFFORT EXPECTANCY

—Effort expectancy is defined as the degree of ease associated with the use of the system (*ibid.*).¶ Three moderators are expected to influence effort expectancy, namely age, gender and experience in work. The effect of effort expectancy was more salient to older women, the effect decreasing when experience increased.

SOCIAL INFLUENCE

According to Venkatesh *et al.* (*ibid.*), —Social influence is defined as the degree to which an individual perceives how important others believe he or she should use the new system.¶ Results showed that social influence was more important to women, more so, to older women. Social influence’s effect also decreased with experience.

FACILITATING CONDITIONS

—Facilitating conditions are defined as the degree to which an Individual believes that an organisational and technical infrastructure exists to support the use of the system (Venkatesh *et al.*, 2003).¶ Aspects included technological and/or organisational environments designed to remove barriers to the use of a system. The influence of facilitating conditions on usage will be moderated by age and experience, such that the effect will be stronger for older workers, particularly with increasing experience. Facilitating conditions were moderated by age and the effect was stronger with increasing experience in technology.

BEHAVIOURAL INTENTION

It is expected that behavioural intention will have a significant influence on technology use. This results in the following hypothesis, —Behavioural intention will have a significant positive influence on usage (Venkatesh *et al.*, 2003).¶ Results have proven that behavioural intention has a significant influence on technology usage (*ibid.*).

LITERATURE REVIEW

The following literature review shows factors affecting the successful implementation of e-HRM and consequences of adopting it in an organisation. Factors that affect the implementation of e-HRM include technological factors, organisational factors and people factors.

FACTORS AFFECTING THE SUCCESSFUL IMPLEMENTATION OF E-HRM

TECHNOLOGY FACTORS

Many authors have commented on factors relating to the technology itself or existing technology within the organisation (Magnus and Grossman, 1985). Computer capability in an organisation was reported to directly influence the extent of computerisation of personnel departments (Mayer, 1971). Several key technological factors were identified as influencing HRIS adoption: data integrity, system usefulness, system integration and in-house development versus using external HRIS software.

ORGANISATIONAL FACTORS

Organisational factors consist of a wider spectrum with four categories influencing e-HRM adoption: organisational characteristics; planning and project management traditions; data access, security and privacy; and capabilities and resources.

Organisational characteristics: most organisational adoption factors studied in the 70s and 80s relate to organisational size (*ibid.*). Organisational size was found to be positively related to computerisation since the administrative burden increases with an increase in personnel (*ibid.*).

Planning and project management: lack of planning from the corporate level to the divisional level was reported to negatively impact the coordination between personnel and IT departments, making HRIS adoption difficult. The growing consensus was that effective adoption requires close alignment of HR, IT and corporate goals (DeSanctis, 1986).

Data access, security and privacy: concerning organisational policies and practices, restricted access and possibilities for employees to edit personal information were found to impact user acceptance of digitalised data (Eddy and Stone, 1999). Taylor and Davis (1989) in Individual Privacy and computer-based HRIS observed that violating ethical concerns impacts employees' attitudes and beliefs and can have legal ramifications, leading to the call for efforts to secure privacy when adopting HRIS.

Capabilities and resources: delays in computerising personnel departments (Kossek *et al.*, 1994). Waiting for innovation in human resources resulted from budget limitations due to the economic recession (Martinsons, 1994). Shortages in technical personnel were seen as a key obstacle to the computerisation of a typical personnel department (Magnus & Grossman, 1985).

PEOPLE FACTORS

Managing people factors surfaced as most essential for successful eHRM adoption. This indicates an amplified awareness of the human aspect in computerising personnel departments. People factors included: top management support; user acceptance; communication and collaboration between units; HR skills and expertise; and leadership and culture.

Top management support: Mayer (1971) reports a lack of top management support as the most limiting factor for successful HRIS adoption. Other research has shown a lack of priority given to HRIS (Tomeski and Lazarus, 1974). In this context, Magnus and Grossman (1985) show that needs incongruence puts a serious limitation on effective adoption. Mayer. (1971) confirms that advocates of HRIS had to go to higher managerial levels than was the case in other functional areas.

User acceptance: at the employee level, DeSanctis (1986) shows that involving users during systems development positively influenced satisfaction in personnel departments. She suggested that the larger the organisational investment in HRIS, and the greater the system's influence, the more it was valued by the organisation. Olivas-Lujan, Ramirez, and Zapata-Cantu (2007) have investigated employees' different mindsets toward e-HRM, finding that employees resisted accepting new systems if they thought it would increase their workload after adoption.

Communication and collaboration between units: incongruence between needs of IT and personnel departments (Magnus and Grossman, 1985)

and difficulties of personnel departments in communicating with computer technicians (Tomeski and Lazarus, 1974). *Computerised information systems in personnel*: A comparative analysis of the state of the art in government and business were also shown to be important. Crucially, e-HRM adoption should be termed an HR project rather than an IT project, given that HR staff have knowledge of HR processes.

HR skills and expertise: other people factors studied in the 90s were employee and management skills vs. training needs and user involvement. Hannon *et al.* (1996) claims that HR professionals are usually able to solve micro-level problems (data entry, editing, and retrieval), but lack a more macro viewpoint and the technical skills required for using HRIS for reports or analysis. Therefore, training HR professionals in using new systems reinforces successful adoption (Martin and Reddington, 2010).

Leadership and culture: the most studied people factor in the last decade centres around organisational culture, leadership and psychological variables (Panayotopoulou *et al.*, 2007). In general, IT-friendly cultures reported greater adoption success. Visionary, supporting and encouraging leaders (i.e., transformational leaders) who advocate eHRM adoption were found to contribute to the acceptance of new systems (Hustad and Munkvold, 2005).

e-HRM AND ORGANISATIONAL PRODUCTIVITY

ONLINE PERFORMANCE

Irving (1986) observes that earlier computerised performance monitoring systems were able to count the number of work units completed by employees in a specific period, record the idle time of each terminal, calculate error rates, capture time spent on different tasks or even count the number of times an employee strikes the keys, etc. E-HRM use is positively related to perceptions of general HRM effectiveness in line managers and employees. E-performance appraisal was studied by Danialari (2013), focusing on advantages, disadvantages, feedback and implementation tips. He concluded that e-

HRM be used for providing feedback, and not just gathering social information and determining the type of data based on what employees believe.

ONLINE RECRUITMENT AND SELECTION PROCESS

During this period, HR is moving to talent management and recruiting, maintaining talented people's data and information on a personal network through wireless technology. As argued by Florkowski and Lujan, (2006), —most companies used one of the following E-HRM technologies, HR functional applications, integrated HR suite applications, interactive voice responses (IVR), HR intranet applications, employee self-service (ESS) and manager self-service (MSS) portals, HR extranet applications or HR portals

COMMUNICATION

The idea of initiating internal employee communications by using portal technology to provide means for interactions – such as chats, fora and news groups, and additional content such as health or sports – aims at the improvement of communications, knowledge transfer commitment etc. observed by Fandray (2000). The swift development of e-HRM resulted from the combination of the need to work more efficiently and the possibilities of current information and communication technology (Stanton and Coovart (2004). Further, Stone. (2005) suggested that technological innovation has played a leading part in E-HRM, such as self-service systems, interchangeable devices, cognitive software, non-technology and the convergence of the internet, digital TV and wireless technology communication into a vibrant network like YouTube, Facebook, LinkedIn and so on.

ONLINE TRAINING AND LEARNING

Kaplan-Leadsperson (2002) states that the American Society of Training and Development defines eLearning as —a wide set of applications and processes, such as web-based learning, computerbased learning, virtual classrooms, and digital collaboration. This process is being implemented in companies since it does not have the limitations of traditional training, such as time and location (Bell, 2007). e-learning is also less expensive than traditional training because companies do not

book training rooms or pay for travel costs and trainers (Strother, 2002). As mentioned, time and location restrictions have been eliminated with the help of technological advances. In addition, the standardisation of training, self-learning, and the availability of learning content has made eLearning an attractive option for organisations that have the necessary resources.

ONLINE RECORDS

Globetronics Multimedia Technology (2003) proclaimed that —installing System Manager, HR Manager, Time Manager, Payroll Manager, and Report Manager will lead to success E-HRM. Large organisations use e-HR because it is qualified to collect, store, process and manipulate a large amount of data inputs, reduce the cost of maintaining human resource data and provide accurate information about human resources anytime and anywhere.

RESEARCH METHODOLOGY

This study is premised on the interpretivism paradigm because it specifies the conditions under which themes seem to be held. As argued by Maxwell (2011), interpretivism is:

—associated with the philosophical position of idealism, and is used to group diverse approaches, including social constructivism, phenomenology and hermeneutics; approaches that reject the objectivist view that meaning resides within the world independently of consciousness.

The research method appropriate for this study is the qualitative method. In this research, the study population includes 50 ZIMRA staff from different divisions, excluding management. The research will focus on 20 members representing HR staff and 30 general employees in ZIMRA, using purposive sampling. Since this research is based on primary data, interviews were used to collect data. The interviews were done using face-to-face interviews and phone interviews and use of Zoom and Skype.

DISCUSSION

The respondents argued that ZIMRA is failing to implement e-HRM because it has no sufficient resources to stand all the costly financial outlay in setting up the e-HRM system. To add to this, there is even lack of training material resources. Therefore, e-HRM application is seen as a cost to the organisation. However, the respondents recommended that the organisation should seek funding from strategic partners so that they can launch a full implementation of e-HRM systems.

On lack of management commitment, the respondents commented that the managers are not committed to driving and seeing through e-HRM implementation. Rather, they are passive in driving the organisation to change and take the initiative for e-HRM application. R=The respondents also recommended that management should prioritise the implementation of e-HRM and incentivise those who use it. Lack of planning from corporate level to divisional level was reported to negatively impact the coordination between personnel and IT departments (DeSanctis, 1986), making e-HRM adoption difficult. The growing consensus was that effective adoption requires close alignment of HR, IT and corporate goals. Mayer (1971) reported a lack of top management support as the most limiting factor for successful HRIS adoption. Other research has shown a lack of priority given to HRIS (Tomeski and Lazarus, 1974). In this context, Magnus and Grossman (1985) showed that needs incongruence puts a serious limitation on effective adoption. Mayer (1971) confirms that advocates of HRIS had to go to higher managerial levels than was the case in other functional areas. Technology usage in personnel departments was often perceived by top management as not important. Therefore, if management does not see the need for e-HRM, it cannot be adopted.

The organisational culture of ZIMRA is traditional, hence, HR staff or division are finding it difficult to go through a change from traditional to modern HR practice. Top management is afraid of the unknown and, therefore, the organisation is not willing to invest in technology change in HRM. On the other hand, the respondents recommended training to expose the organisation to the positive effects of e-HRM and be

equipped with the competencies to use e-HRM systems. This would foster change in a phase-by-phase manner, ensuring that it is cemented. In addition to training, it was also advised that policies that discourage the use of manual HRM processes should be put in place, so that the organisation can change and move as necessitated by the changing trends in the HR field. As argued by Magnus and Grossman (1985), shortages in technical personnel were seen as a key obstacle to the computerisation of a typical personnel department. Therefore, the assumption that HR personnel are illiterate can be one of the contributing factors hindering e-HRM adoption.

Some participants argued that a lack of knowledge is hindering the implementation of e-HRM. Top managers and those in control of implementing change are perceived as being unaware of the benefits that e-HRM brings. Therefore, there is no urgency or even motive to implement the e-HRM system. On the other hand, the respondents recommended that super users of SAP in the organisation should conduct awareness meetings with management and other employees who will be using e-HRM. These meetings will be to present the benefits that could come from the full implementation of e-HRM systems. Hannon *et al.* (1996) claims HR professionals are usually able to solve micro-level problems (data entry, editing and retrieval), but lack a more macro viewpoint and the technical skills required to use HRIS for reports or analyses. Accordingly, organisations are well advised to train employees in-house rather than relying on self-training. Training HR professionals in using new systems reinforces successful adoption (Martin and Reddington, 2010).

ONLINE RECRUITMENT AND SELECTION

E-recruitment is the use of the website of a company as a recruiting tool via attracting candidates and receiving e-applications (Swaroop, 2012), while e-selection is the use of the website to facilitate the selection of staff, particularly in long distances. When used over the Internet in the early stages of the selection process, video conference interviews can reduce and have (Khashman and Al-Ryalat, 2015). Most participants understood and agreed that e-recruitment and e-selection improve the

attraction and retention of the best employees. This benefits the organisation as a diverse high calibre workforce can be easily recruited at a reduced cost. It is evident that if e-recruitment and e-selection save time. If the HR staff fail to recruit, the organisation suffers in terms of meeting targets since there would be a production gap because of a vacant post. Hence, HR needs to notice and cover vacant posts in time to ensure that production is not interrupted. HRM plays the crucial role of mediator between the workforce and organisational goals, therefore failure of HR to recruit means that the organisation may not achieve its goals.

However, with ZIMRA, e-recruitment and selection do not exist. They use traditional recruitment and selection methods. Advertisement of vacancies and shortlisting of papers are done manually. The staff is overwhelmed mainly during this shortlisting process since they must go through all the applications one by one. And as mentioned by one of the interviewees, sometimes there could be 1 000 to 3 000 responses to the advertised posts. On the other hand, some interviewees argued that the organisation casually uses e-HRM on special cases, for example, video conference or phone interviews are sometimes conducted with candidates in other nations, but it has not been fully implemented. Working under such workloads is strenuous and causes stress that eventually negatively affects the employee's health and performance, ultimately also affecting production negatively.

ONLINE TRAINING AND ONLINE LEARNING

E-training is the use of a company's website to carry out learning or training, where e-devices, applications and processes are employed for the creation of knowledge, management and transfer (Swaroop, 2012). When an organisation uses online training facilities, its training department is enhanced. The participants strongly agreed that e-training provides competent training to the employees. Chen (2008) defined e-learning as combining technology with learning, delivered using telecommunication and information technologies, and a type of training delivered on a computer supporting both learning and organisational objectives. This revolution enables employees to obtain an intimate

learning experience without attending a brick-and-mortar facility. Online training can also lead to cost reduction, as in costs related to training rooms, travel, catering and materials. For e-learning, on the other hand, employees will only need access to a computer or a mobile phone and, some time, to complete their training. In addition, it reduces learning time for employees, as they cannot leave their post for days to attend training, rather all the time that is taken in preparation, breaks and travel can be diverted to actual work. Lastly, it ensures training consistency and standardisation, there is a guarantee for highquality training for the employees, no matter where they are, and setbacks and postponements of training are reduced since it is an automated function.

However, regarding e-learning, participants also declared that etraining and learning did not exist at ZIMRA. This is because trainings are still an instructor-led traditional method. On the other hand, some of the respondents believed that e-training and learning have been implemented. This is because some tasks have been automated in ZIMRA, for example, booking for training, notice to all on available courses, and their respected commencement dates, venues, starting and concluding times. Instructor-led trainings increases costs and to cut costs, organisations conduct selective training, as some of the participants were arguing that regional staff is excluded when it comes to some important training like the use of SAP. In the end, the organisation will have a staff incapable of using the electronic systems available, leading to the underutilisation of the system. Therefore, the organisation will conduct parallel system use (both traditional and technological) to accommodate those who cannot use the system. However, this affects the overall division as this brings the need for constant reviewing to see if physical data matches that on the system. This has been the cause of backlog filing and it doubles work for HR staff, wasting much of their time and, therefore, affecting divisional performance and quality of service, thereby affecting production negatively.

ONLINE PERFORMANCE MANAGEMENT

Online performance management is the use of a company's website to conduct an online evaluation of the employees' skills, knowledge and performance (Swaroop, 2012). From the conducted research, all participants strongly agreed that e-HRM improves overall performance in an organisation. Online performance's main benefits are that it improves employee engagement and managers become coaches. Employees feel engaged when they participate freely without threatening faces (supervisors). Secondly, performance issues are tackled more readily and on time. With physical performance reviews, there is much paperwork, and the process is very long. HR staff sometimes have difficulty analysing the data collected and there is much of inconsistency in numerical values and mistakes. Online performance saves time as feedback is immediate and participants freely fill in information truthfully.

Again, all participants said that there was no online performance management at ZIMRA. The organisation is still conducting paper-based performance reviews, using the BSC system. The HR staff compiles the performance data and types it in the system for recordkeeping and analysis of data. This is problematic as some documents are lost and never reach HR for capturing. Some are even misplaced and have to be redone, risking mistakes and errors when capturing the data. Therefore, HR is overloaded with work each day. This causes stress and a stressed employee is always not good for the organisation. At the end of the day, the organisation experiences a workplace environment that is tense in terms of relations between employer and employee and among employees themselves.

ONLINE COMPENSATION

Online compensation is the use of the website of a company for planning employees' compensation (*ibid.*). All respondents agreed that e-HRM improves performance through an effective and consistent compensation structure. It is believed that the internet delivery of staff benefits, if carried out correctly, requires significant savings for the management of human resources. The manager self-service enables the

manager to confirm payroll, rewards and stock management changes. As shown by the findings, ZIMRA has an effective salary administration system. There is the use of payroll software such as Berlina and SAP systems.

ONLINE SELF-SERVICE RECORDS SYSTEM

This is the use of technology to store personal data of employees electronically in databases. All respondents strongly believed that eHRM can improve access to information. Information can be placed on the intranet so that all can access it, although it may require certain authorisations for security reasons. Information can be personal records and work forms. This can be done using self-service, where every employee can serve himself. This reduces the time lost looking for documents from other people. Instead, the employee can access the documents from the intranet for various uses in different divisions from in his office. Therefore, performance is increased. Self-service can be given so that employees can personally update their records as and when necessary. This also reduces the administrative work of HR and they can move to contribute strategically since HRM is changing from traditional HRM to the Business Partner Model (SHRM), as a result increasing the organisation's productivity.

All respondents refuted the existence of an online self-service records system at ZIMRA. However, during interviews, it was clear that the organisation is changing to e-filing in the SAP system. This has not been fully implemented since they are using parallel systems, both the SAP and manual filing systems. This means personal information is recorded and filed on systems. The employees feel that they are duplicating work, by resorting to both traditional and technological record-keeping. This has been dividing the performance by half as the effort that could have been invested somewhere else is used on this duplication of work, thereby, impacting the quality of HR service and reduction in production. Strohmeier (2007) suggests that e-HRM, in some organisations, created extra organisational barriers like work stress, more HR administration and disappointment in technological properties if not fully utilised. Stone and Lukaszewski (2009) believe

that if the workforce is not properly trained in the usage of those systems, it may result in slower task performance and increased longterm costs.

From the discussion, if e-HRM is fully implemented, it offers a wide range of advantages, boosting individual and team performance, reduction of costs, improving information access and, in the end, positively affecting productivity by meeting set targets yearly in production and cost reduction. However, at ZIMRA, because e-HRM is not fully implemented, there has been performing the same tasks twice or more and, therefore increasing individual workload, that in the end may affect the employee's health and performance, and productivity.

CONCLUSION AND RECOMMENDATIONS

Although ZIMRA has adopted e-HRM, it has been experiencing high financial costs and high wastage of resources because of using of paperwork. There is also reduced quality of HR service because workers are overworked, are stressed and that affects their health and at the end of the day affecting their performance and the organisation's production. From this research, it has been shown that e-HRM; promotes individual and organisational performance, reduces costs, improves training and attracts and retains the best employees, therefore increasing quality HR service, that as a result promotes productivity of the company. It is evidenced that participants showed knowledge of the advantages of e-HR. However, it was found that at ZIMRA, e-HRM is not fully implemented and is underutilised, negatively affects organisational productivity. It is, therefore, recommended that:

- ZIMRA should seek funding from strategic partners so that they can fully implement e-HRM systems.
- Management should prioritise the implementation of e-HRM. The attitude of management towards change is the one usually followed, therefore, there is need for management to be fully supportive.

- Management should incentivise all users of SAP through training so that the organisation is exposed to the positive effects of e-HRM and is equipped with the competencies to use e-HRM systems.
- Management should put in place policies that discourage the use of manual HRM processes, so that the organisation can change and move as argued by the changing trends in the HR field.
- Super users of SAP in the organisation should be given a chance to conduct awareness meetings with management and other employees who will be using e-HRM. These meetings will aim at fully presenting the benefits that could come from full implementation of e-HRM systems.
- Management should consider benchmarking organisations that use e-HRM to see how they are benefiting from its use. This conduct should include all authoritative figures to ensure that they see for themselves and be motivated to fully adopt e-HRM as well.

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