

REVIEWER'S REPORT

Manuscript No.: IJAR-50984

Date: 9/04/2025

Title: Assessing the Effectiveness of Electronic Human Resource Management System on Human Resource Management.

Recommendation:

Accept after minor revision.

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality	✓			
Clarity		✓		
Significance	✓			

Reviewer Name: Dr. Bishwajit Rout

Date: 9/04/2025

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** This research addresses a critical gap by evaluating the real-world effectiveness of e-HRM systems within a major Zambian utility company. It highlights how digitization can enhance HR operations in developing country contexts, providing evidence-based insights for public sector reform, technological adoption, and human capital development. Its findings hold potential policy implications across the broader African public sector landscape.
- Strength:** The study's mixed-methods approach provides a robust and comprehensive assessment of e-HRM impacts on HR functions—performance management, recruitment, and employee engagement. It leverages empirical data from 112 respondents, grounding its analysis in practical experience. The integration of theoretical frameworks (TAM, RBV, Human Capital Theory) further strengthens its academic rigor and strategic relevance.
- Key Insight:** ZESCO's e-HRM system significantly improved administrative efficiency, recruitment transparency, and decision-making through data-driven HR practices. However, technical issues, skill gaps, and user resistance limit full optimization. The study reveals that while e-HRM can drive modernization, continuous training, cultural change, and infrastructure improvements are essential to maximize system effectiveness and employee engagement in public organizations.

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Reviewer's Comment / Report

The paper titled “*Assessing the Effectiveness of Electronic Human Resource Management System on Human Resource Management.*” presents a case study analysis of how ZESCO Limited’s electronic Human Resource Management System (e-HRMS) has affected various HR practices, including performance management, recruitment, retention, engagement, and training. It is well-structured and contains significant empirical insights backed by quantitative and qualitative data. The paper contributes meaningfully to the understanding of e-HRM in the context of public sector organizations in Zambia- a topic that is underrepresented in current literature.

Suggestions for Improvement:

1. While comprehensive, the findings section is cluttered with repeated statistical interpretations and could be better summarized. Use summary tables or figures to consolidate recurring themes from multiple chi-square tests. Interpret key trends with more emphasis on what they mean for practice rather than listing percentages repeatedly.
2. Some tables report small sample sizes per cell, reducing chi-square test reliability. Consider merging categories or using Fisher’s Exact Test where appropriate. Provide confidence intervals or effect sizes for deeper insights beyond p-values.
3. Although findings are discussed, the integration of literature and implications is weak. Compare findings more directly with prior studies (especially those in Sub-Saharan Africa or similar public enterprises).
4. Conclusion summarizes findings well but lacks a forward-looking perspective. Add a clear section for "Practical Implications" for policymakers and HR professionals.

The paper is a valuable contribution with practical insights for HR digitization in the public sector. With improvements in language, analytical depth, and structure, it has strong potential for publication. Accept with Minor Revisions- after addressing these refinements, the paper will be suitable for publication in IJAR.

I recommend this paper for publication after minor revision.