

REVIEWER'S REPORT

Manuscript No.: IJAR-50984

Date: 11-04-2025

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

Recommendation:

Accept as it is.....**YES**.....
 Accept after minor revision.....
 Accept after major revision
 Do not accept (*Reasons below*)

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

Reviewer's Name: Mr Bilal Mir

Reviewer's Decision about Paper: **Recommended for Publication.**

Comments (*Use additional pages, if required*)

Reviewer's Comment / Report

Abstract:

The abstract provides a clear and informative overview of the study, outlining the context, aims, methodology, key findings, and conclusions. It identifies the benefits observed from the implementation of the e-HRMS at ZESCO Limited, such as increased efficiency, streamlined administrative processes, and improved accessibility of HR information. It also notes the presence of implementation challenges, namely technical issues and resistance to change. The abstract concludes by affirming the strategic value of e-HRMS at ZESCO and outlines the importance of continued training and support. Keywords are appropriately selected and align well with the study's focus.

Introduction and Background:

The introduction successfully contextualizes the emergence and evolution of electronic human resource management systems within a global and local (Zambian) framework. It traces the development of e-HRMS from early digital tools to more advanced applications integrating cloud computing and artificial intelligence. The mention of ZESCO Limited as a public sector utility company in Zambia situates the study in a meaningful, real-world setting. The rationale for selecting ZESCO is supported by referencing sector-specific pressures such as energy demand and climate challenges, which add relevance to the inquiry into HR efficiency and innovation.

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Statement of the Problem:

The problem statement is implied through the narrative of digital transformation in HR and the particular challenges faced by ZESCO. It highlights the need to assess whether the implementation of e-HRMS at ZESCO has effectively addressed key human resource issues, such as employee performance, recruitment, and administrative efficiency. The challenges of implementation, including resistance to change and technical concerns, provide a clear foundation for the research inquiry.

Methodology Overview (as per Abstract):

Data collection from 112 HR staff in Lusaka district using methods suited for organizational assessment is indicated. The scope, sample, and geographic location are adequately described. The research appears to apply both quantitative and qualitative analysis approaches, inferred from the thematic nature of the results.

Findings and Analysis:

The findings reflect a nuanced picture of e-HRMS effectiveness. Benefits such as increased efficiency, streamlined processes, and improved information access are contrasted with the challenges of technical limitations and behavioral resistance. These elements support a balanced analysis, acknowledging both the progress made and the existing constraints in system utilization.

Conclusion:

The conclusion reinforces the role of e-HRMS as a transformative tool within ZESCO, emphasizing its growing importance in employee performance tracking, training, and resource allocation. It also reiterates the systemic importance of e-HRMS in organizational infrastructure and HR management. The conclusion is aligned with the findings and provides a holistic closure to the paper.

Overall Assessment:

The research presents a coherent and structured examination of e-HRMS implementation at ZESCO Limited. It maintains academic rigor through context setting, a well-defined scope, and the inclusion of real-world operational data. The articulation of benefits and challenges offers a comprehensive view of the impact of digital transformation in HR within the public sector in Zambia.
