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Examining the Effectiveness of E-HR Systems in Decision Making: A Case Study of Zamtel Lusaka District

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Abstract

This study examines the effectiveness of Electronic Human Resource (E-HR) systems in managerial decision-making within Zamtel's Lusaka district. Against a backdrop of increasing digital transformation in HR, the research sought to establish the types of E-HR systems in use, assess their effectiveness, and ascertain their relationship with the quality and speed of decisions. The study adopted a case study design, employing a mixed-methods approach. Quantitative data was collected through a survey administered to 100 participants. The data was analyzed using statistical techniques and thematic analysis. The findings reveal a widespread adoption of core systems, such as HRIS, but a notable underutilization of advanced analytical tools. The results present a paradox, the systems are largely perceived as easy to use and have significantly enhanced operational decision-making by saving time, reducing errors, and increasing user confidence. Their contribution to strategic decision making is considerably more limited. This gap is attributed to several interconnected

challenges, including poor integration between different E-HR modules, frequent technical glitches, and a significant training deficit, with 35% of respondents having received no formal instruction. These factors contribute to concerns over data quality and create barriers to the system's strategic use. The study concludes that while Zamtel's E-HR implementation has been successful at an operational level, its full potential as a strategic asset remains unrealized. The research contributes to the body of knowledge on technology adoption in HR by highlighting the critical difference between achieving operational efficiency and enabling strategic insight within a Zambian corporate context. For practice, the study recommends that Zamtel prioritizes system integration, invests in comprehensive training programs, and fosters a data driven culture to bridge the identified gap, thereby transforming its E-HR system from a tool of administrative convenience into a driver of competitive advantage.

Keywords: Electronic Human Resource Systems, Decision Making, HR Technology, Organizational Effectiveness, Zamtel Zambia, Human Resource Management, Digital Transformation

1. Introduction

1.1 Background of the Study

The contemporary business landscape is globally characterized by a rapid and relentless digital transformation, fundamentally altering how organizations operate and compete. Within this shift, the management of human capital has evolved from a primarily administrative function to a strategic imperative. Central to this evolution is the adoption of Electronic Human Resource (E-HR) systems, which integrate technology into HR processes to enhance efficiency, data driven insights, and overall strategic contribution. These systems promise to revolutionize decision-making by providing accurate, real time data on an organization's most vital asset: its people, potentially moving HR from a reactive support role to a proactive, evidence based partner. This global trend is particularly significant in developing economies like those in the Southern African Development Community (SADC) region, where technological adoption can be a powerful lever for economic growth and competitive advantage. Organizations are modernizing their HR practices to keep pace with regional integration and global demands, driven by needs for greater operational efficiency, improved compliance, and talent retention. Success is not guaranteed and is deeply intertwined with organizational readiness, change management, and the perceived tangible value these systems bring. Zooming into the Zambian context, this narrative of digital opportunity mixed with implementation

challenges becomes more acute. Zambia's economy presents a unique environment for technological adoption, and the government has been promoting digitalization through its national ICT policy, encouraging corporate investment in systems like E-HR. For Zambian firms, E-HR offers a pathway to streamline processes, reduce paperwork, ensure payroll accuracy, and generate data for informed decisions about workforce planning and talent development. It is within this specific national context that the study focuses on Zamtel, Zambia's state owned telecommunications provider. The telecommunications sector is inherently technology driven and highly competitive, making effective human capital management a critical success factor. For Zamtel, operating in a dynamic market and carrying the legacy of a former state monopoly, modernizing through E-HR represents a strategic investment to overcome manual record keeping inefficiencies. The mere presence of technology does not equate to effectiveness. The critical question this study addresses is whether these systems are truly enhancing the quality and speed of decision-making among HR professionals and line managers within Zamtel, filling a scarcity of focused research on its tangible effectiveness in major Zambian corporations.

1.2 Statement of the Problem

In an era where data-driven insights are crucial for competitiveness, organizations globally are investing in Electronic Human Resource (E-HR) systems to enhance decision making. Zambia is no exception, with companies like Zamtel adopting these technologies to modernize their human resource functions. However, a significant and concerning gap exists between simply having these sophisticated systems and leveraging them effectively for strategic choices. There is a pressing lack of localized research to determine whether these substantial investments are truly translating into more effective, efficient, and reliable decisions within the unique context of a major Zambian corporation like Zamtel. Without a clear, evidence based understanding of their effectiveness, Zamtel risks perpetuating a cycle of poor resource allocation and missed opportunities. This means the organization could be failing to unlock the full strategic potential of its HR technology, ultimately hindering its performance and adaptability in a dynamic and competitive market. This study therefore directly investigates this pressing problem by examining the tangible effectiveness of E-HR systems in the decision making processes at Zamtel's Lusaka district.

1.3 General Objective

This study aims to examine the effectiveness of E-HR systems in decision making: A case study of Zamtel Lusaka district.

1.3.1 Research Objectives

The research was driven by the following specific objectives.

1. To establish types of E-HR systems used in HR decision making at Zamtel.
2. To assess the effectiveness of E-HR system in decision at Zamtel.
3. To ascertain the relationship between Electronic Human Resource systems and decision making.

1.4 Research Questions

1. What types of E-HR systems are used in HR decision making at Zamtel?
2. How effective are E-HR systems in decisions at Zamtel?
3. Is there a relationship between Electronic Human Resource systems and decision making?

1.5 Theoretical Framework

This study is grounded in the Technology Acceptance Model (TAM), a foundational framework for understanding user adoption of new technologies. Developed by Fred Davis, TAM posits that an individual's intention to use a system, and their subsequent actual usage, is primarily determined by two key beliefs: perceived usefulness and perceived ease of use. Perceived usefulness is the degree to which a person believes using the system will enhance their job performance, while perceived ease of use refers to the degree to which they believe using it will be free of effort. In the context of Zamtel, this model is highly appropriate because the effectiveness of the E-HR systems is not just a technical issue but is deeply mediated by human factors. If HR staff and managers do not find the systems helpful or intuitive, they will avoid using them, rendering the technology ineffective regardless of its advanced features. The study also incorporates extended concepts from related models like the Unified Theory of Acceptance and Use of Technology (UTAUT), considering the role of social influence such as management and peer pressure and facilitating conditions including the quality of training and technical support. This human centered theoretical lens allows the research to not only identify if the systems are effective but, more importantly, to explain why or why not by uncovering the underlying perceptions and organizational conditions that drive their use.

1.6 Scope of the Study

This research will carefully focus its lens on the operations of Zamtel within the Lusaka District, providing a detailed and manageable case study. The investigation will concentrate specifically on the E-HR systems utilized by the Human Resources department and their direct application in managerial decision-making processes. This includes systems related to recruitment, employee data management, performance evaluation, and payroll, as these areas are most directly tied to strategic HR choices. The study will engage primarily with HR personnel, line managers, and other designated staff who interact with these systems to make decisions about the workforce. Their firsthand experiences and perceptions will form the core of the data. In terms of time, the study will examine the current state of these systems and their use, looking at practices and outcomes over a recent and relevant period to capture a contemporary snapshot. It is important to Acknowledge the boundaries of this work. The study will not conduct a full financial audit of the E-HR system's return on investment, nor will it extend its focus to other departments within Zamtel, such as marketing or finance. While the findings may offer valuable insights for other Zambian companies, the research is deliberately confined to the specific context of Zamtel in Lusaka. This deliberate scope allows for an indepth

exploration that balances depth with feasibility, ensuring the findings are both meaningful and attainable within the constraints of the research.

2. Literature Review

This chapter presents a comprehensive review of the existing literature relevant to this study. It begins by outlining the theoretical framework, primarily TAM, which provides the analytical lens for the investigation. The review analyses findings from global, regional, and Zambian studies, culminating in a clear identification of the research gaps that this study aims to fill.

2.1 Types of E-HR systems used at Zamtel in decision making

A fundamental step in understanding the digital transformation of human resources is to map the technological landscape itself. Therefore, this section of the literature review for the first objective to establish the types of E-HR systems used in HR decision making at Zamtel delves into the global and regional evolution of these systems, their common classifications, and their specific functionalities that support managerial choices. It is crucial to recognize that E-HR is not a monolithic entity but a sophisticated ecosystem of interconnected applications, each designed to streamline specific HR processes and, more importantly, to infuse them with data driven insights. The journey of E-HR systems began with basic automation but has rapidly advanced towards becoming intelligent partners in strategic planning. Initially, organizations worldwide adopted core Human Resource Information Systems (HRIS) primarily as digital filing cabinets, focused on reducing the administrative burden of payroll, maintaining employee records, and ensuring compliance (Marler & Boudreau, 2017) ^[14]. These systems were transactional in nature, celebrated for their efficiency gains but offering limited strategic value. This evolutionary starting point is critical because many organizations, particularly in developing economies, may still be in this phase, and understanding Zamtel's position requires this historical context. The landscape has since dramatically expanded and diversified. Scholars and practitioners now commonly categorize E-HR systems beyond the foundational HRIS into several specialized domains. A pivotal category is Talent Management Systems, which represent a strategic leap forward. These are integrated suites that cover the entire employee lifecycle, from recruitment to retirement. Key modules include Applicant Tracking Systems (ATS) for streamlining hiring, onboarding software to integrate new hires, performance management systems for setting goals and conducting appraisals, and learning management systems (LMS) for employee development (Strohmeier, 2020) ^[23]. Each of these modules is a direct decision-support tool. For example, an ATS can help a recruiter at Zamtel decide which candidate to shortlist by automatically ranking applicants based on pre defined keywords and qualifications, thereby reducing human bias and accelerating the hiring process. A performance management system can help a line manager identify a team member for promotion by providing a consolidated history of their achievements and competencies, moving beyond subjective annual reviews.

2.2 Effectiveness of E-HR systems used at decision making at Zamtel

The implementation of an Electronic Human Resource system is often a significant financial and operational undertaking for any organization, and its true value is only realized when it proves to be effective in enhancing the core activities it was designed to support. Therefore, this review for the second objective to assess the effectiveness of the E-HR system in decision making at Zamtel ventures beyond the simple cataloguing of systems to explore the multifaceted and sometimes elusive concept of effectiveness itself. In the realm of E-HR, effectiveness is not a binary state of working or not working rather, it is a nuanced measure of how well the technology integrates with human processes to produce better, faster, and more confident decisions. The global discourse suggests that effectiveness can be gauged through several interconnected lenses: the quality of the decisions made, the efficiency of the decision making process, the satisfaction and confidence of the users, and the system's tangible impact on strategic organizational outcomes. A primary and most intuitive measure of E-HR effectiveness lies in the enhanced quality of decisions. The fundamental promise of these systems is to replace intuition and anecdotal evidence with robust, data-driven insight. Research by Marler and Boudreau (2017) ^[14] consistently highlights that high-quality decisions are those that are informed, timely, and aligned with organizational goals. An effective E-HR system contributes directly to this by providing accurate, comprehensive, and up to date information at the fingertips of decision-makers. For example, when a line manager at Zamtel is considering an employee for a promotion, an effective system would not only show that employee's performance ratings over time but could also integrate data on skills competencies, training completed, and career aspirations. This holistic view enables a more equitable and justified decision compared to one based on recent memory or personal bias. The system's effectiveness, in this case, is measured by the depth and relevance of the information it provides, empowering managers to make choices that are both fairer for the employee and more beneficial for the company. The quality of data, often referred to as information quality, is a critical precursor to decision quality. If the data within Zamtel's system is outdated, incomplete, or inaccurate, then any decision stemming from it will be fundamentally flawed, rendering the system ineffective regardless of its advanced features.

2.3 Relationship between E-HR and decision making

The central inquiry of this study culminates in exploring the connection between the technological tool and the human cognitive process, seeking to move beyond correlation to understand the nature of the relationship itself. The question of whether a relationship exists between Electronic Human Resource systems and decision making is the linchpin that holds the entire research endeavor together, for without a demonstrable and meaningful connection, the investment in such technology remains questionable. The global body of scholarly work does not merely suggest a relationship exists; it delves into the intricate mechanics of how this relationship functions, the conditions that strengthen or weaken it, and the profound implications it holds for organizational

performance. This relationship is not a simple, mechanical cause and effect but a dynamic, multi layered interplay between data, technology, and human judgment, one that can fundamentally reshape an organization's strategic capabilities when properly nurtured. At its most fundamental level, the relationship begins with the transformation of data into accessible information. Before the advent of integrated E-HR systems, HR data was often siloed, fragmented across spreadsheets, paper files, and individual memories, making a comprehensive view of the workforce nearly impossible. Decision making in such an environment was inherently reactive and often based on incomplete information or ingrained assumptions. E-HR systems act as a central nervous system for human capital data, consolidating and structuring it in a way that makes it readily available for analysis. This availability is the first and most basic link in the relational chain. The mere presence of organized, retrievable data creates the potential for a different kind of decision making. As Marler and Boudreau (2017) ^[14] argue, the shift from a traditional, administrative HR function to a more strategic one is predicated on the ability to use data to support arguments and guide choices. Therefore, the primary relationship is one of empowerment; the E-HR system empowers decision makers by providing the raw material the facts and figures that were previously too difficult or time consuming to assemble. The provision of data alone is insufficient. The quality of the relationship is deeply contingent on the quality of the data itself. A well established concept in information systems literature is garbage in, garbage out, which holds profoundly true in this context. The most sophisticated E-HR system cannot foster effective decision making if the data it contains is outdated, inaccurate, or inconsistent. The relationship, in this case, becomes counterproductive, leading to misguided decisions that are made with false confidence because they appear to be data driven. The trust between the user and the system is the bedrock of the relationship. If a manager at Zamtel discovers that the skills inventory in the system is obsolete, or that attendance records are faulty, their confidence in the system will erode, and they will disengage from it, severing the very relational link the system was meant to create. Therefore, a positive relationship is conditional upon high levels of data integrity and information quality, which require ongoing organizational discipline and governance (Bondarouk & Brewster, 2019) ^[2]. The system can only be a reliable partner in decision-making if it is fed a diet of clean, reliable, and timely data. Moving from basic data provision to more advanced functionality, the relationship deepens through the system's role in enabling analysis and providing insight. This is where E-HR systems, particularly those with embedded analytics and reporting capabilities, transition from being passive repositories to active participants in the decision-making process. They do not just store data; they help to make sense of it. For example, a system can highlight correlations that might not be immediately obvious to a human observer, such as a link between participation in a specific leadership development program and higher promotion rates and retention within that cohort. It can visualize data through dashboards that track key metrics like employee turnover, time to hire, or training effectiveness against industry benchmarks. This analytical capability changes the relationship from one of simple data access to one of cognitive partnership. The system assists in pattern

recognition and trend analysis, reducing the cognitive load on the decision making and allowing them to focus on interpretation and action (Strohmeier, 2020) ^[23]. The relationship here is synergistic; the human provides context, intuition, and ethical judgment, while the machine provides scale, speed, and analytical precision. This synergistic relationship is perhaps most powerfully expressed in the shift from operational to strategic decision-making. Operationally, the relationship is clear and direct: the E-HR system allows a manager to quickly approve leave based on real time team availability, or enables HR to process payroll with greater speed and accuracy. These are valuable efficiency gains, but the transformative potential of the relationship is realized at the strategic level. Strategic decisions such as workforce planning, succession management, long term talent acquisition strategy, and organizational design are inherently complex and forward looking. They require an understanding not just of the present state, but of future trends and potential scenarios. An advanced E-HR system with predictive analytics capabilities can model these futures. The E-HR system becomes a compass for navigating future human capital challenges, allowing leaders at Zamtel to move from being surprised by events to proactively shaping their destiny.

2.4 Research gaps

This comprehensive review identifies a significant scarcity of localized, empirical research on E-HR systems within the specific Zambian context. While substantial literature exists from Western and developed economies, there is a critical lack of focused studies on major Zambian corporations like Zamtel. This creates a gap in understanding how established theoretical models, like the Technology Acceptance Model, function when mediated by unique local realities such as infrastructure, cultural attitudes, and economic conditions. A clear disparity exists between the technological potential of E-HR systems and documented evidence of their realized strategic impact in this setting. Many studies focus on adoption rates, but fewer delve into the tangible cause and effect relationship between system usage and the quality of specific, high stakes strategic decisions. This study aims to bridge these gaps by moving beyond the question of if systems are used to investigate how their use directly influences the strategic decision making fabric within Zamtel.

2.5 Personal Critique of Literature Review

A critical reflection on the literature review reveals a well structured synthesis that logically connects global E-HR evolution to the Zambian context. Its primary strength lies in building a coherent narrative that effectively demonstrates how each research objective interconnects. However, the review presents a somewhat optimistic view of E-HR capabilities, potentially underplaying significant documented failures, user resistance, and unintended consequences like the deskilling of HR professionals. The analysis of the regional and local context, while acknowledged, remains general and would be strengthened by a more detailed exploration of specific infrastructural and cultural mediating factors. Its theoretical scope is somewhat narrow, primarily relying on the Technology Acceptance Model. Incorporating alternative lenses, such as Structuration Theory or the Resource Based View, would have provided a more multifaceted understanding and

demonstrated a broader command of the theoretical landscape surrounding technology adoption in organizations.

3. Methods and Procedures

3.1 Research Design

This study employs a descriptive research design, utilizing a mixed methods approach to comprehensively address its objectives. The descriptive design is chosen as it allows for an accurate portrayal of the characteristics and effectiveness of the E-HR systems at Zamtel without manipulating the environment. Through adopting a case study strategy focused on Zamtel's Lusaka district, the research delves deeply into the intricate dynamics between technology and decision making within their authentic context. The mixed methods approach integrates both quantitative and qualitative data collection and analysis to provide a more complete and nuanced understanding than either method could offer alone. The quantitative component involves a survey administered to a sample of HR professionals and line managers, using structured questions and Likert scales to gather quantifiable data on system usage and perceptions. The qualitative component is implemented through semi-structured interviews with a purposively selected group of senior managers, providing rich, detailed insights into their lived experiences. This synergistic approach, grounded in the philosophical foundation of pragmatism, ensures the findings are both empirically robust and contextually rich. The survey data establishes what is happening, while the interview data explains why it is happening and how it is experienced.

3.2 Target Population

The target population for this study is precisely defined to include all individuals at Zamtel's Lusaka district office who possess direct experience with the Electronic Human Resource systems and are involved in decision making processes influenced by these systems. This encompasses a complete enumeration of two key groups. The first group consists of all HR professionals and staff within the HR department, who are the primary administrators and users of the E-HR systems. The second group comprises all line managers and department heads within the Lusaka office, who are the key consumers of the information and analytical outputs generated by the systems. Through targeting this combined population, the study ensures it captures insights from both the providers and the end users of the E-HR information, which is essential for obtaining a holistic and balanced understanding of the system's role in the decision making ecosystem at Zamtel.

3.3 Sampling Design

This study employs a mixed methods sampling design. For the quantitative component, a probability based stratified random sampling technique is used to select participants from the target population of HR professionals and line managers at Zamtel's Lusaka office. This approach ensures that key subgroups within the organization are proportionally represented, which enhances the representativeness of the sample and the generalizability of the survey findings to the entire target population. For the qualitative component, a non probability, purposive sampling method is used. This technique deliberately selects individuals who are information rich due to their specific

experience and expertise with the E-HR systems, such as senior HR managers who oversaw implementation or line managers known for actively using system data. This dual sampling strategy is aligned with the pragmatic research philosophy, prioritizing the most appropriate techniques to generate meaningful and actionable insights.

3.4 Sample Size Determination

The sample size for this study was determined differently for its quantitative and qualitative components, reflecting their distinct purposes. For the quantitative survey, the aim was to achieve a representative sample of the target population. A sample size of approximately 100 respondents was targeted from the combined group of HR professionals and line managers at Zamtel's Lusaka office. This figure is considered sufficient for applying statistical analyses and is a commonly cited target in business research to draw meaningful inferences from a population of this nature. For the qualitative interviews, the concept of data saturation guided the sample size. A purposive sample of between 10 to 15 participants was initially planned. Data saturation, the point at which new interviews no longer yield new thematic insights, was the definitive criterion for concluding data collection. This approach ensured enough quantitative data for generalizability while allowing for indepth qualitative understanding.

3.5 Data Collection Methods

This study employed a concurrent mixed methods approach to data collection (Creswell & Plano Clark, 2023) [6]. The primary quantitative instrument was a self administered survey questionnaire, distributed electronically to sampled HR professionals and line managers. It utilized structured questions and Likert scales to gather quantifiable data on the types of E-HR systems used, their perceived ease of use and usefulness (Davis, 1989) [8], and their impact on decision making. The primary qualitative method was semi structured interviews, conducted with a purposively selected group of senior managers using an interview guide. This method provided rich, detailed insights into the users' lived experiences and the contextual factors influencing system effectiveness (Creswell & Poth, 2018) [7]. These methods were used concurrently to provide both breadth and depth, allowing for triangulation of findings.

3.6 Data Analysis

The data analysis for this investigation will be guided by a mixed methods framework, where quantitative and qualitative data streams are analyzed concurrently and then merged to form a complete narrative. For the quantitative data harvested from the survey questionnaires, the process will commence with rigorous data cleaning and screening to ensure integrity. Descriptive statistics will be computed to summarize participant profiles and central tendencies for key variables. To delve into relationships and predictive power, inferential techniques such as Pearson's correlation and multiple regression analysis will be deployed. These analyses will test the strength of associations between constructs like perceived system utility and decision-making confidence, utilizing software tools like SPSS to ensure computational accuracy and reliability (Pallant, 2020) [19]. The qualitative data gleaned from semi-structured interviews will undergo a systematic thematic analysis. This will involve a meticulous process of transcribing audio

recordings, followed by iterative cycles of coding. Initial open coding will fracture the data to identify salient concepts, which will then be synthesized into broader thematic categories through axial coding. This process is not linear but recursive, demanding constant refinement to ensure the emergent themes are a robust reflection of the participants' lived experiences.

3.7 Triangulation

This study employed methodological triangulation to enhance validity by combining quantitative surveys and qualitative interviews (Flick, 2018) [9]. It also utilized data triangulation by collecting perspectives from both HR professionals and line managers, ensuring multiple viewpoints were captured (Carter *et al.*, 2020) [3]. Investigator triangulation was sought during qualitative analysis through peer debriefing to challenge assumptions and reduce bias (Korstjens & Moser, 2018) [13]. Theory triangulation was inherent, as the Technology Acceptance Model framed the survey while qualitative analysis remained open to emergent themes. The integration of these triangulated data streams involved creating joint displays to visually map converging and complementary findings, ensuring robust and well substantiated conclusions (Guetterman *et al.*, 2019) [11].

3.8 Limitations of the Study

The study acknowledges several inherent limitations. Its primary constraint is the case study design focused solely on Zamtel's Lusaka district, which limits the generalizability of the findings to other organizations or sectors. The research also relies on self reported data from surveys and interviews, which introduces the potential for social desirability and recall bias, capturing perceived rather than objectively measured effectiveness. The cross sectional nature of the study provides only a snapshot in time, making it unable to definitively establish causality or trace the evolution of the relationship between E-HR systems and decision making over time. These constraints are acknowledged to appropriately frame the interpretation and application of the study's conclusions.

3.9 Ethical Considerations

This research was conducted with a steadfast commitment to the highest ethical standards, recognizing the imperative to respect the rights, wellbeing, and dignity of all participants. The foundation of this approach was built upon the core principles of voluntary participation, informed consent, and protection from harm. Before any data collection commenced, formal approval was sought from the university's research ethics committee to ensure the study's design and procedures safeguarded participant welfare. The principle of informed consent was paramount. Every potential participant received a clear information sheet outlining the research purpose, procedures, time commitment, and potential benefits and risks. It explicitly stated that participation was entirely voluntary and that individuals could withdraw at any time without any negative consequences. Signed consent was obtained from interview participants, while survey submission constituted implied consent. Confidentiality and anonymity were critical obligations. The survey was designed to be completely anonymous, with no identifying information collected. For the qualitative interviews, which involved identifiable

individuals, strict confidentiality was maintained through the use of pseudonyms and the removal of identifying details from transcripts. Digital recordings were stored on a password protected computer and scheduled for destruction after the project's completion.

4. Presentation of Research Findings and Discussion of Results

4.1 Presentation on Background Characteristics of Respondents

Fig 1: Role in organization

Role	Frequency	Percentage
HR professional	60	60%
Line manager	35	35%
Other	5	5%

60% HR, 35% Line Managers, established the credibility of the respondent pool.

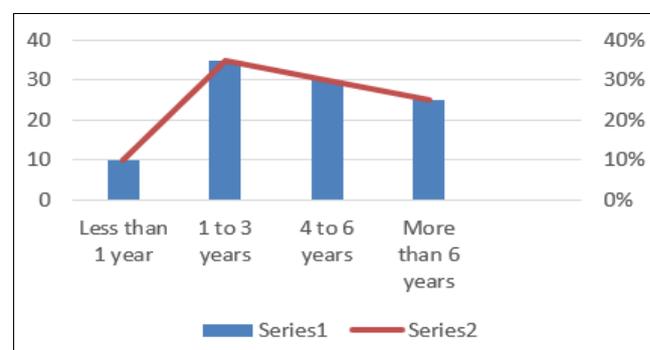


Fig 2: Years worked at Zamtel

Demonstrates the experience level of respondents, showing that the data comes from a seasoned workforce with institutional knowledge.



Fig 3: Frequency of E-HR use

A crucial background characteristic shows how ingrained the systems are in daily work 45% daily use.

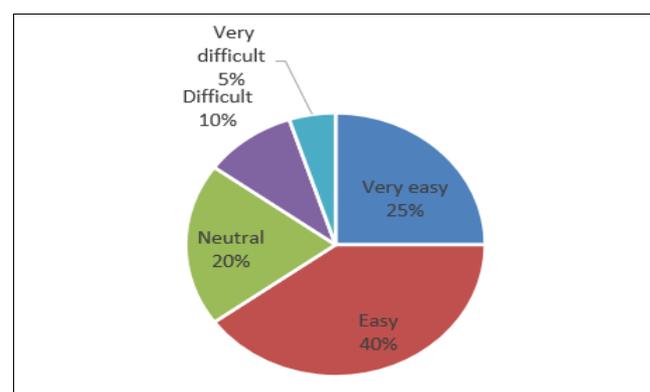


Fig 4: Ease of use rating

Provides an initial, overarching user perception 65% find it easy/very easy, setting the stage for deeper analysis.

4.2 Types of E-HR Systems Used

Fig 5: E-HR system used

E-HR system	Frequency	Percentage out of 100
Human Resource information system	80	80%
Talent Management system	55	55%
Performance management system	50	50%
Applicant tracking system	40	40%
Learning management system	30	30%
Others	5	5%

The central figure for this objective, directly listing system adoption rates and highlighting the dominance of HRIS 80% and the gap in HR Analytics 20%.

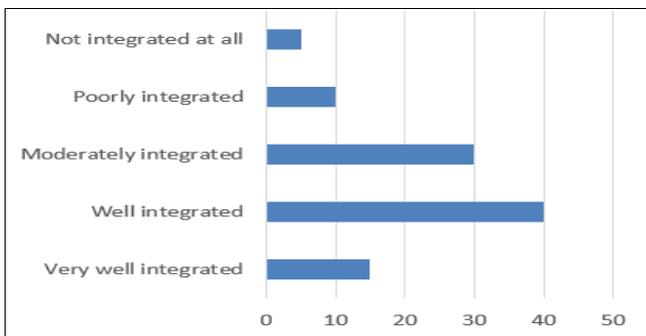


Fig 6: Integration of E-HR modules

Shows a key characteristic of the system landscape, revealing that 45% report only moderate to no integration.

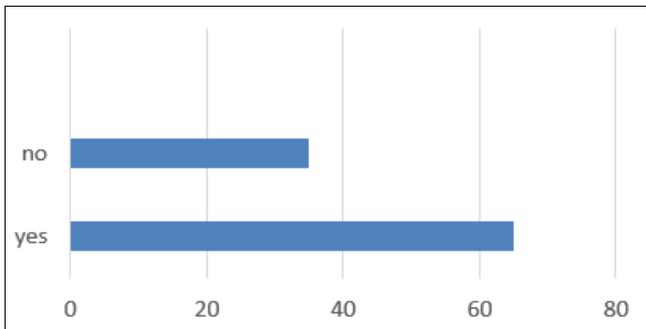


Fig 7: Formal training on E-HR

Provides context on user preparedness for the systems identified, revealing a significant training gap 35% no training.

Fig 8: Challenges faced

Challenges	Response	Percentage
Technical glitches	50	50%
Lack of training	45	45%
Poor data quality	40	40%
Complex interface	30	30%
Lack of integration	25	25%
Other	5	5%

The Lack of Integration 25% and Technical Glitches 50% from this figure directly relate to the types and quality of

systems implemented.

4.3 Effectiveness of E-HR System

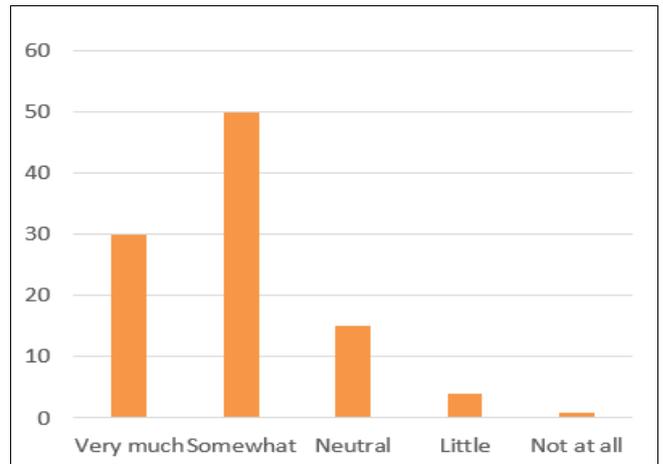


Fig 9: Extent E-HR improves HR decision making

The headline measure of perceived effectiveness 80% believe it improves decisions.

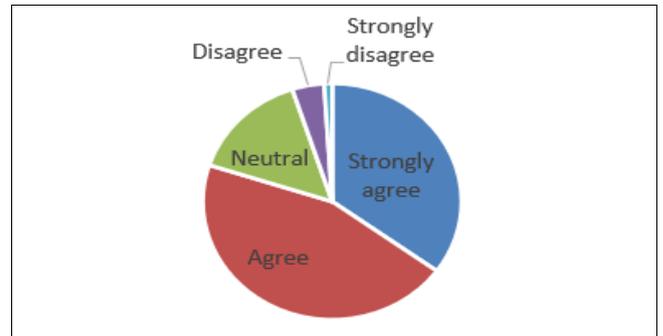


Fig 10: E-HR saves time in decision making

A key metric of operational effectiveness 80% agreement.

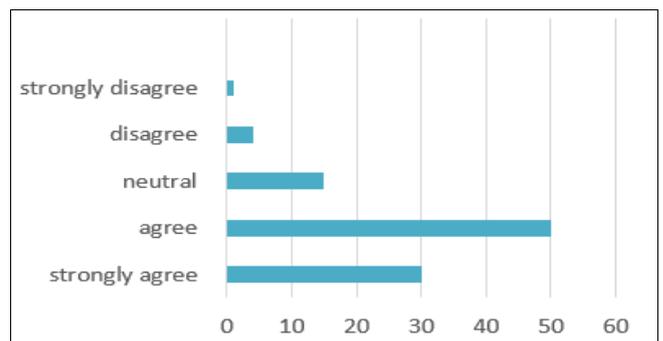


Fig 11: Confidence in decision making using E-HR Data

Critical for showing the nature of the relationship, revealing its strategic limitations only 60% often/always supported.

Fig 12: Extent E-HR reduces HR errors

Great extent	25	25%
Some extent	50	50%
Neutral	15	15%
Little extent	8	8%
No extent	2	2%

Directly illustrates the relationship between system use and a key decision making variable speed, with 80% agreement.

4.4 Relationship With Decision Making

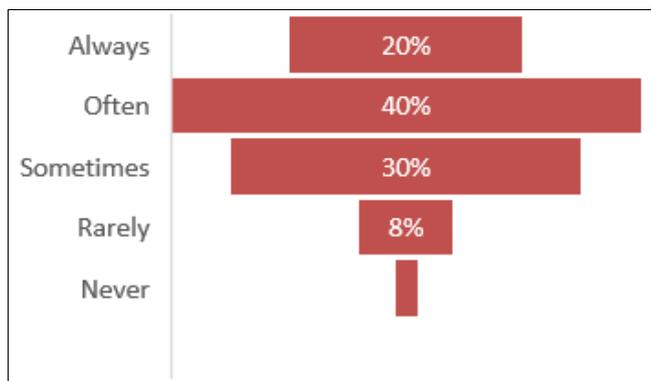


Fig 13: E-HR support for strategic decisions

Shows the relationship between the system and the quality of decisions from an equity standpoint 65% positive rating.

Fig 14: E-HR leads to faster decisions

Confidence	Rate	Percentage
Very confident	25	25%
Confident	50	50%
Neutral	20	20%
Not confident	4	4%
Not confident at all	1	1%

Confidence in Decisions Using E-HR Data Measures the crucial outcome of trust in the system 75% confident.

4.5 Discussion of Research Findings

The findings from Zamtel present a picture of E-HR system effectiveness, characterized by strong operational gains alongside unrealized strategic potential. The data, drawn from a seasoned workforce, reveals a technological ecosystem where foundational systems like HRIS are widely adopted, but advanced analytical tools see minimal use. This indicates a maturity model stalled at the automation stage, not yet reaching predictive insight. The systems demonstrate clear success in enhancing operational decision-making. A significant majority of users find the systems easy to use, which has fostered high engagement and integration into daily workflows. This perceived ease of use translates directly into tangible benefits: most respondents report that E-HR saves time, increases their confidence in decisions, and reduces operational errors. The systems are seen as promoting fairness and transparency, standardizing previously subjective HR processes. The relationship between E-HR and strategic decision making is markedly weaker. While the tools provide good support for routine choices, their influence on long term, high level planning is limited. This strategic gap is directly attributable to key organizational and technical shortcomings. Poor integration between different E-HR modules creates data silos, preventing the holistic view of human capital necessary for strategic analysis. This is compounded by a significant training deficit, where over a third of users lack formal instruction, and persistent technical glitches that erode trust in system reliability. While the workforce is receptive and believes the systems positively impact organizational

performance, these barriers prevent the E-HR from evolving from a tool of administrative convenience into a genuine driver of strategic advantage.

5. Conclusion and Recommendations

5.1 Overview

This chapter provides a conclusive summary of the study’s key findings, drawing together the empirical evidence presented in the previous chapter to address the research objectives.

5.2 Conclusion

This study concludes that the implementation of E-HR systems at Zamtel has been successful in achieving operational efficiency but has fallen short of realizing its full strategic potential. The findings confirm a clear hierarchy of system adoption, with foundational HRIS being ubiquitous while advanced analytical tools are significantly underutilized. The systems are largely perceived as easy to use and have become integrated into daily workflows, leading to measurable improvements in the speed and confidence of routine HR decisions. They are credited with reducing administrative errors and promoting fairness in processes like appraisals. A critical gap exists between these operational gains and the system’s contribution to strategic decision making. The relationship with long-term, high level planning is considerably weaker. This strategic shortfall is not due to a lack of technology, but is attributed to a combination of interconnected organizational and technical challenges. Key among these are poor integration between different E-HR modules, which creates data silos, frequent technical glitches that undermine reliability, and a significant training deficit that leaves over a third of users without formal instruction. While the E-HR systems are a valued asset that contributes positively to organizational performance, they have not yet matured into the strategic nerve center needed for proactive workforce planning and predictive analytics. The foundation for success is present, but focused intervention is required to bridge the gap from administrative tool to strategic driver.

5.3 Recommendations

Based on the study’s findings, the following recommendations are proposed for Zamtel management. To bridge the gap between operational and strategic use, it is crucial to prioritize system integration and invest in an HR Analytics module. This involves creating seamless interoperability between existing modules like HRIS, Talent Management, and Performance Management to break down data silos, followed by implementing a dedicated Decision Support System for predictive insights. Secondly, to build user trust and reliability, a comprehensive, mandatory training program must be launched for all HR staff and line managers, ensuring the 35% who currently lack training are brought to proficiency. The IT department should urgently address the prevalent technical glitches and interface complexities to improve system stability and user experience. Lastly, to solidify the E-HR system’s role in strategic planning, management must actively foster a data driven culture. Leadership should explicitly model the use of E-HR data in strategic forums, and the HR department should develop standardized strategic dashboards focusing on key metrics like talent pipelines and skills gaps, transforming the system into a genuine strategic asset.

6. References

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