PERCEPTIONS OF OFFICIALS ON THE EFFECTIVENESS OF ELECTRONIC HUMAN RESOURCE MANAGEMENT: A CASE STUDY OF THE DEPARTMENT OF EMPLOYMENT AND LABOUR, JOHANNESBURG

By

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DECLARATION

I Mbongeni Paul Tshabalala declare that:

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ABSTRACT

This study was conducted at the Department of Employment and Labour within the City of Johannesburg. The study sought to assess the perceptions of the officials about the effectiveness of the Electronic Human Resource Management which is an innovation within the Department of Employment and Labour that has been using a paper-based manual system for a long time. A case study was used for this study to explore the perceptions of officials from the Department of Employment and Labour, Johannesburg on the effectiveness of the E-HRM. The study employed a quantitative research approach in which 93 out of a total of 121 employees participated. A questionnaire was used as a research instrument to collect data. Data were analysed using Statistical Package for Social Sciences. The key finding of this study indicated that DEL performs E-HRM functions because of its efficiency and effectiveness. Another finding indicated that E-HRM was a useful system because it promotes the operation of DEL. A further finding indicated that the output quality of the E-HRM helped in saving time at work, provided accurate and up to date information. The findings of this study contributed towards the understanding of the perceptions of the officials working in the Department of Employment and Labour on the effectiveness of E-HRM. The main recommendation for this study was that the Department of Employment and Labour should develop a framework that provides for ongoing monitoring of E-HRM activities and knowledge and information sharing through employee participation. The study further recommended that the Department should provide adequate IT training, coaching, and support to the staff for them to be successful in their work.

Key words: Department of Employment and Labour, E-Human Resource Management, Information Training, Officials.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Information technology has brought about changes in how organisations should operate. The use of computers and the Internet has simplified routine tasks and processes. Organisations these days are using the Internet and computer technology not only to support the functions of the human resource department but also for the use by everyone. The fast development of the Internet and IT has led to the adoption of E-HRM by most organisations. E-HRM is not only about information technology; for an organisation to benefit from its adoption and implementation, it must have competent employees (Mahfod, Khalifa & Madi, 2017). The introduction of E-HRM by organisations led to the improvement of service delivery, productivity and it also to the realisation of the strategic role that human resource management plays in organisations (Awal, 2018). E-HRM attempts to implement HR-related activities with the help of technological tools in a very fast and accurate way.

"Electronic Human Resource Management (E-HRM) is a web-based tool to automate and support human resource processes" (Biesalki, 2001); as cited in (Saini, 2018). It can also be defined as the application of technology that allows employees and managers to access HR and other workplace services (Gupta and Saxena, 2012). Organisations allow employees to capture data through the implementation of E-HRM instead of going to the human resource section (Yusliza & Ramayah, 2012). Managers get to access important information and data that assist to make decisions and also communicating those decisions without consulting human resource staff (Gupta and Saxena, 2012). The use of E-HRM also reduces the time taken to process information and paperwork thus making organisations operate more efficiently and effectively. This study will identify different perceptions that the employees of the Department of Labour have towards the move of the department to automate HR functions by implementing E-HRM and also their perceptions of whether E-HRM is effective since its inception.

1.2 BACKGROUND OF THE STUDY

Information technology plays a critical role in human resource management and it has transformed the way HR works (for instance, how the records are kept, and information is shared). Information technology helps organisations by reducing costs related to administration, makes them more productive, improves decision-making processes and

customer care (Ma & Ye, 2015a). Information technology plays a very important role by generating new opportunities for organisations and also giving them a competitive advantage over those that compete with them. So many organisations are moving towards the electronic world and that is why they are adopting E-HR (Mahfod et al., 2017).

Organisations have replaced face-to-face HRM activities with electronic HRM (e-HRM) and people no longer need to go to the HR department for HR-related activities. The E-HRM technology gives access to employees, managers and HR professionals to view and draw out information. It allows officials and managers to access information anytime and anywhere (Ma and Ye, 2015). The E-HRM minimises the interaction with HR staff as it allows officials and the managers to perform HR-related tasks themselves and for it to be successfully implemented, organisations should understand the perceptions of officials towards its effectiveness. The success of every organisation depends on how it evolves within the environment it operates. The Department of Labour has adopted E-HRM in order to keep up with the latest developments of technology and also to be able to adapt to the 21st century.

1.3 RESEARCH PROBLEM

The increase in the demand for the services offered by the Department of Employment and Labour and technological advances have made it even more important for the Department to respond and adapt quickly. The Department has therefore moved to automate some of its key functions, for instance, the introduction of E-HRM. E-HRM provides organisations with different benefits but at the same time employees can resist its implementation if they perceive that there would be no benefits for them (Mahfod et al., 2017). Some of the employees are used to paperwork instead of technology. Due to Covid-19, some of the employees are required to work at home using technology. The Department needs to create a new culture that promotes the acceptance of a new way of doing things as some of the employees are still reluctant to perform E-HRM activities.

1.4 AIM OF THE STUDY

This study aims to assess the perceptions of the officials about the effectiveness electronic of Human Resource Management which is an innovation as the officials are used to paperwork.

1.5 RESEARCH QUESTIONS

The study addressed the following research questions:

- What E-HRM functions does the Johannesburg Employment and Labour Department perform?
- What are the perceptions of officials from the Johannesburg Department of Employment and Labour towards the usefulness of E-HRM?
- What are the perceptions of officials from the Johannesburg Department of Employment and Labour towards the ease of use of E-HRM?
- What are the behavioural intentions of officials from the Johannesburg Department of Employment and Labour' towards the use of E-HRM?
- How effective is the E-HRM towards the activities of the Johannesburg Employment and Labour Department?

1.6 RESEARCH OBJECTIVES

The objectives of the study were to:

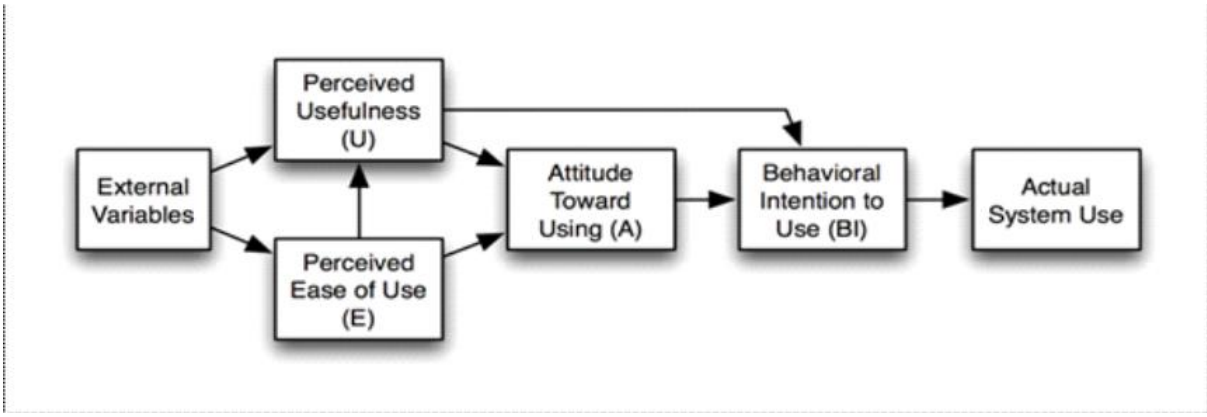
- Identify E-HRM functions that the Department of Employment and Labour Johannesburg performs.
- Explore the perceived usefulness of E-HRM by Johannesburg officials working at the Department of Employment and Labour.
- Establish the official's perceived ease of use of E-HRM within the Johannesburg Department of Employment and Labour.
- Determine the officials' behavioural intentions to use E-HRM within the Johannesburg Department of Employment and Labour.
- Examine the effectiveness of E-HRM on the activities of the Johannesburg Employment and Labour Department.

1.7 THEORETICAL FRAMEWORK

Different theories underpin E-HRM but for this study, the researcher focused on the Technology Acceptance Model. The Technology Acceptance Model was developed to predict the adoption and the use of the new IT system. There are three variables of the Technology Acceptance Model namely, perceived usefulness (PU), perceived ease of use (PEU) and behavioural intention to use (BIU) (Esen and ErdoĞMuŞ, 2014). On the one hand, employees embrace the new system if they perceive that it will be useful to them and easy to use. On the other hand, if they perceive the new system as difficult to use, they will reject it. The theory states that the attitude of employees affects the acceptance of the newly introduced system in

the organisation. The overall feeling of employees towards the new system also depends on the employee's information technology experiences and if their IT experience is good they will use the system and if it is not good they will not use the system (Khatoon, 2013).

Figure 1 Technology acceptance model



Source: Davis, 1989 as cited in (Yusliza & Ramaya 2012)

1.8 SIGNIFICANCE OF THE STUDY

While the Department of Employment and Labour has not rolled out all the E-HRM applications, the findings of this study were used to generalise. The Department of Employment and Labour has recently started rolling out electronic human resource management and this study is needed for the department to know the perceptions of officials towards its effectiveness as such information would provide the department with the feedback from the ground. The study would also indicate the extent to which the officials are using the E-HRM and the perceived challenges encountered in the implementation of E-HRM.

1.9 JUSTIFICATION OF THE STUDY

The perceptions of officials towards the effectiveness of E-HRM can have an impact on the successful implementation of the system or its failure. If this study is not conducted the Department of Employment and Labour will not receive the official's feedback that can help the department to address the challenges that may have arisen with the implementation of E-HRM.

1.10 RESEARCH DESIGN AND METHODOLOGY

In this investigation the researcher used a case study as a research design. Looking at the sample size of this study and the satellite of the Department of Employment and Labour in the City of Johannesburg, a quantitative research approach was found to be suitable for this study. Data was collected using a structured questionnaire consisting of closed-ended questions written in English. Data was analysed using a computer software known as the Statistical Package for Social Sciences (SPSS) version 26 programme for comprehensive analysis. Collected data was presented in the form of frequency table and bar graphs.

1.11 CHAPTER OUTLINE

Chapter 1 provided an overview of the whole study.

Chapter 2 provided the literature review and delivers information about the E-HRM within the Department of Employment and Labour.

Chapter 3 provided an additional chapter of the literature review and discussed the theoretical framework upon which this study was based.

Chapter 4 presented the research methodology that indicated where the study was conducted, who participated, which sampling strategy was used and how data were collected and analysed.

Chapter 5 presented the research findings and analysed data collected in this study.

Chapter 6 presented the discussion of the research findings.

Chapter 7 presented the recommendations and conclusion of the study.

1.12 CONCLUSION

The study's background, research objectives, problem statement, research questions, a summary of the methodology utilised, justification for the study, and contribution are all discussed in Chapter 1. This chapter additionally introduces the topic to provide readers with additional information about the research. The following study reviews the available literature and data on the subject**.**

CHAPTER TWO
ELECTRONIC HUMAN RESOURCE MANAGEMENT

2.1 INTRODUCTION

Electronic Human Resource Management (E-HRM) is the composition of technology with the Human Resource Management functions and allowing it to be done remotely or digitally (Siam and Ahaderi, 2019). E-HRM can be seen as a link between information technology and Human Resource Management (Ma and Ye, 2015). E-HRM is defined as the technology that allows employees and managers to have direct access to human resources (HR) services (Malkawi, 2018). E-HRM is also perceived to bring effectiveness to the organisation. It provides a possible means of enhancing HR department customer services, improves quality and cost-effectiveness in the HR department, and allows HR to become a strategic partner that leads to achieving organisational goals (Al-kasasbeh, Halim & Omar, 2016). So, that means if E-HRM achieves the planned goals, then it can be associated with effectiveness. Previously, HR functions were only performed by the HR staff but now even line managers in many organisations are seen performing these tasks. The target group for E-HRM is not only for the HR staff but also for people outside the HR: general employees and also management (Siam & Ahaderi, 2019).

2.2 BACKGROUND OF THE STUDY

Prior to the introduction of electronic Human Resource Management (HRM), the human resource processes depended on inefficient and time-consuming manual paper record-keeping and reporting systems. Throughout much of the twentieth century, manual processes were an important aspect of HRM. There is a transition from paper-based manual HRM processes to E-HRM, which places a greater emphasis on integrated, and automated information technology (IT) based methods geared towards improving HRM productivity and effectiveness (Stone and Dulebohn, 2013). Mainframe computer systems were used to simplify HR record keeping and payroll in the 1960s and 1970s, and it started to reduce the administrative burden in the human resource field. In the 1980s, standalone software packages were created to facilitate HR functions such as applicant monitoring, performance assessment, and training and development (Stone and Dulebohn, 2013).

Integrated Human Resource Information System (HRIS) that operated multiple HR functions and offered more complex management and reporting features grew in popularity in the early 1990s. HRIS refers to “a system used to acquire, store, manipulate, analyse, retrieve, and distribute information regarding an organisation’s human resources to support HRM and managerial decisions” (Johnson, Lukaszewski & Stone, 2016). E-HRM dates back to the late 1990s, when Web-based commerce, or "e-commerce," was gaining traction as a ground-breaking technology. Employees, managers, prospective job applicants, and other organisational stakeholders can access HR information and functions through the Internet or corporate Intranet through E-HRM. As a result, the word E-HRM better expresses the significance of the Internet and Web in the delivery of HR services (Johnson et al., 2016).

The main difference between the HRIS and E-HRM is that HRIS is mainly used by the HR professionals to provide HR-related support to the organisation (the main beneficiaries of HRIS are the HR people), while E-HRM gives access to all internal and external stakeholders (e.g., job applicants, employees, managers, HR professionals, business partners) (Johnson et al., 2016). It is evident from above that during the 1990s and early 2000s, human resources departments began to focus on the internet to accomplish many of their core objectives, such as recruiting, training, performance management, compensation and leave management (Johnson et al., 2016).

2.3 HUMAN RESOURCE MANAGEMENT

Human Resource Management is defined as a set of activities and strategies that are aimed at managing employees at all levels of an organisation in order to meet the organisational objectives (Cania, 2014). HRM is the organisational function that manages all issues related to the people in an organisation. That includes but is not limited to compensation, recruitment and hiring, performance management, benefits, employee motivation and training (Chauhan, 2014). HRM functions were done manually before the introduction of E-HRM, for instance:

- Leave management was done manually where an official would complete a leave form, submit it to the Delegated Authority for approval. Once approved, it was then sent to the Human Resource section for capturing. If officials wanted to check their leave credits, they were required to complete a form and send it to the HR section.
- Performance Management was also done manually and there was a lot of paperwork involved, from the completion of performance agreements, personal development plans, quarterly performance assessments, half-yearly performance assessments to

annual assessments. The whole process was very long and cumbersome and took a very long time to complete (Chauhan, 2014).

2.4 E-HUMAN RESOURCE MANAGEMENT

Wider adoption of technology in various industries and fields of work has resulted from massive technological change. The use of these technology solutions in the human resource field is a big trend that is transforming how HR functions are implemented. E-HRM is the composition of technology with the human resource management functions and allowing it to be done remotely or digitally (Siam and Ahaderi, 2019). E-HRM can be seen as a link between information technology and human resource management (Ma and Ye, 2015).

E-HRM is also perceived to bring effectiveness to the organisation. E-HRM provides a possible means of enhancing customer services, improving quality and cost-effectiveness, and allowing the HR department within the organisation to become a strategic partner that leads to achieving organisational goals (Al-kasasbeh, Halim & Omar, 2016). That means if E-HRM achieves the planned goals, then it can be associated with effectiveness. Previously, HR functions like recruitment, performance management, training and development and employee compensation, were only performed by the HR staff but now even line managers in many organisations are seen performing these tasks. The target group for E-HRM is not only for the HR staff but also for people outside the HR: general employees and also management. The ability of managers and the employees to perform HR duties relieves the HR department of these responsibilities, allowing them to concentrate on more strategic issues that can help the organisation to gain a competitive advantage over others (Siam and Ahaderi, 2019).

2.4.1 Types of E – Human Resource Management

Figure 2 Types of E-HRM

Source: Adapted from (Rajalakshmi and Gomathi, 2016).

Operational Human Resource Management

Operational Human Resource Management deals with operational matters, for instance, benefits administration and circulation of policies. It deals with HR administrative activities, for instance, payroll, personnel data management and the maintenance of records. E-HRM assists in reducing costs and increasing efficiency, for instance, by allowing employees to update their personal information through the HR website themselves or go to an HR administration official (Mahfod, Khalifa & Madi, 2017).

Relational Human Resource Management

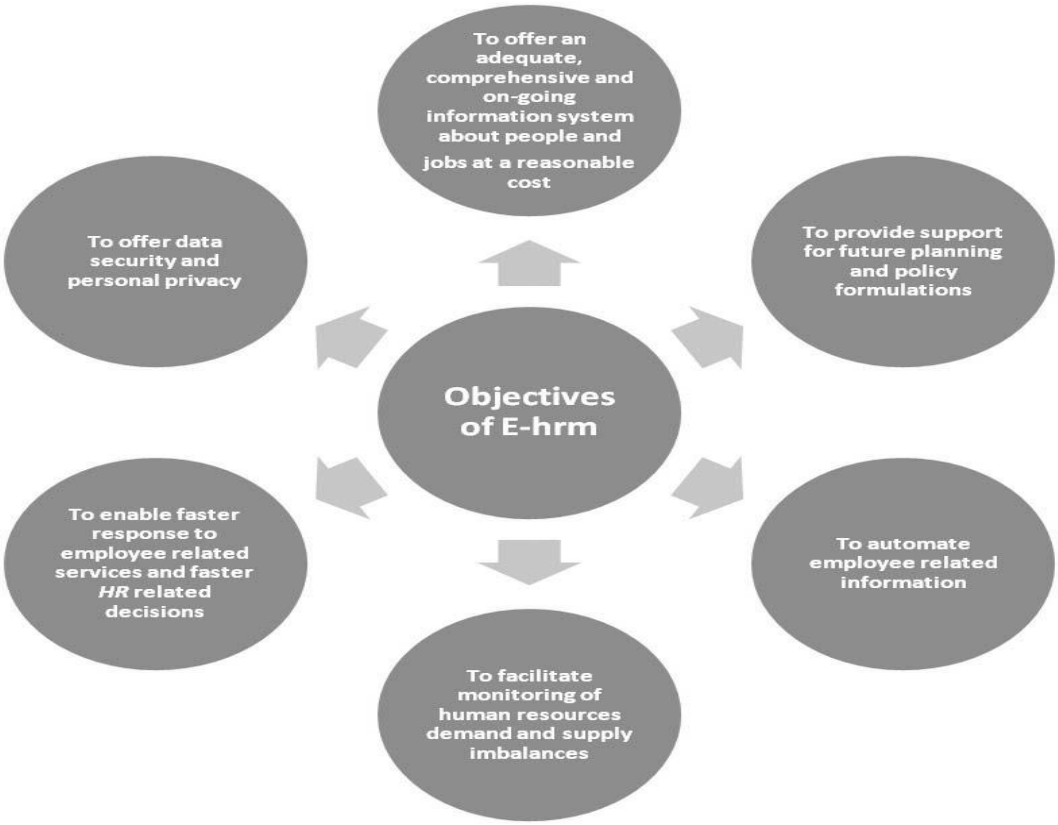
Relational Human Resource Management comprises activities that connect the HR department with the other parts of the organisation and also the outside world. Recruitment and selection, training and development, performance management are some of the business processes that this type of e-HRM deals with. Employees and managers may be provided with tools to perform these HR activities. Furthermore, organisations may offer them access to HR information which enables them to connect with internal and external stakeholders even if they are far from their offices. Moreover, employees and managers are allowed to perform HR activities such as employee self-service, manager self-service, HR portals, intranets and extranets (Rajalakshmi and Gomathi, 2016).

Transformational Human Resource Management

Transformational Human Resource Management mainly deals with strategic HRM, for instance, organisational change, knowledge management and organisational renewal. The HRM functions can be transformed by E-HRM, once the strategic position of HRM is improved. The E-HRM can ensure the strategic alignment of HR functions by assisting managers with precise and trustworthy information about the employees that can be important in making important decisions (Mahfod et al., 2017).

2.5 BROAD OBJECTIVES OF E-HRM

Figure 3 Objectives of E-HRM



Source: Adapted from Kaur (2013)

Shah, Michael and Chalu (2020), explained that by implementing E-HRM the organisations will try to achieve the following objectives:

2.5.1 At a fair rate, provide an adequate, accurate, and ongoing information system about workers and employment

E-HRM allows one to keep track of all of their employees and their records. It is normally done in a database, or more generally, a collection of databases that are connected. The integrated HR framework allows for the rapid exchange of accurate information, resulting in quicker decision-making (Shah et al., 2020).

2.5.2 To make it easier to monitor demand and supply imbalances in human resources

HR practitioners may also use an E-HRM framework to predict potential human resource management requirements by looking at existing work occupations, turnovers, transfers, promotions, retirements, and employee ability levels. It also helps HR managers to develop a human resource plan more easily and effectively, make more informed decisions and clearly identify jobs (Shah et al., 2020).

2.5.3 To help with future planning and policy formulation; to include data protection and personal privacy

HR professionals place a stronger emphasis on HR planning on what the organisation may need, disclosing various skills profiles and job schedules, allowing the company to have the right employees, with the right number, and at the right time. E-HRM provides structured information that gives an overview of the whole organisation and that allows HR to engage in strategic workforce planning (Shah et al., 2020).

2.5.4 To allow for quicker responses to employee-related services as well as HR-related decisions

E-HRM allows the HR department to support its internal clients, namely managers and workers. E-HRM has a positive effect on HRM services by simplifying processes, providing reliable data, and improving line managers' and employees' perceptions of HRM services (Shah et al., 2020)**.**

2.5.5 To automate the processing of employee-related data

Human resource (HR) administrative activities are automated, resulting in less paperwork and the ability to exchange and centralise information. All can be accomplished in a single system. HR process automation boosts efficiency by allowing for faster processing, a more productive work environment, and a decrease in mistakes and failures, as well as work overlap (Shah et al., 2020).

2.5.6 To offer data security and personal privacy

The e-HRM System is ideally suited to safeguarding personal information and ensuring its authenticity and validity (Subramaniyan, Thite & Sampathkumar, 2019). It has features that make it easy to find and provide data, and access rights are secured. To detect any data breaches or abuses, the device is fitted with sufficient logging and tracking (Subramaniyan et al., 2019).

2.6 DRIVERS FOR INTRODUCING E-HUMAN RESOURCE MANAGEMENT

The following are the drivers of E-HRM:

2.6.1 Accuracy

The chances of making mistakes and human bias when doing things manually are very high than in a situation where things are done electronically. Through E-HRM, information is stored and maintained accurately, as a result, can also be retrieved easily (Saranya and Sangeetha, 2019). For instance, the Department of Employment and Labour's leave management process was manual before, the officials used to complete and submit leave requests to HR for further processing. With the introduction of E-leave, officials can now capture their leave requests for approval themselves. Officials no longer need to go to HR to request leave credits as they can directly download that information from the system, and that information is always up to date and accurate (Saranya and Sangeetha, 2019).

2.6.2 Systematic

Data is stored efficiently as well as following a certain method and as such the uploading of information does not change even with different software used (Saranya and Sangeetha, 2019).

2.6.3 Networking

Employees can communicate and exchange information irrespective of where they are across the world. They can also work and complete their different tasks from anywhere they are; they do not have to be in the same place (Saranya and Sangeetha, 2019).

2.6.4 Transparency

Transparency level is always high with E-HRM as compared to HRM. Things are done on the system and as such, there is less human intervention in activities that are conducted. That also ensures that information about employees is maintained and also kept confidential (Saranya and Sangeetha, 2019).

2.6.5 Globalisation

Almost all businesses must build a global business strategy to compete effectively in the 21st century. With E-HRM, the administration of employee information is done through the internet hence the method to upload that information will be the same irrespective of where you are across the world (Bhatt, 2015).

2.6.6 High-speed management

In order to be competitive, all organisations have to work smarter and faster, and E-HRM is certainly a smarter and faster method of service delivery than traditional HRM. For instance, with e-recruitment, the decision of who should be appointed is made faster instead of a long traditional process of using a manual recruitment process where a work seeker will have to post his or her application (Bhatt, 2015).

2.6.7 Knowledge workers

The 21st-century organisations compete on strategic information and knowledge. Such learning organisations are staffed by professional employees who are self-directed and computer savvy. These employees excel in using data to recognise and capture lucrative market opportunities easily, while diligently finding and solving expensive problems (Bhatt, 2015).

2.7 E-HUMAN RESOURCE MANAGEMENT FUNCTIONS

The following are the functions of the E-HRM system and they play an important role in the reduction of organisational costs.

2.7.1 E-Employee profile

The E-Employee profile web application offers a single point of access to contact information for workers and provides a comprehensive solution for employee databases, simplifying HR management and team building by offering expertise, organisational charts and even photographs for employees (Bhatt, 2015). The E-employee profile system is web-based and allows employees to access their personal information. It is also a database of employee information such as past work experience, competencies, awards honoured, sensitive job information, service details, employee locator and, as well as certificates awarded (Bhatt, 2015).

2.7.2 E-Recruitment

Anand and Chitra (2016) outlined a recruitment process that involves the following activities: evaluating job demands, attracting the right candidates, interviewing applicants, employing and welcoming the organisation's new employees. It remains one of the most important human resource functions for the organisation to be effective and also sustainable. E-recruitment refers to the advertising of posts on the website of the organisation or online on the website of the recruitment agency, and also allowing prospective job seekers to register their curriculum vitaes online and apply electronically (Mahfod et al., 2017). E-recruitment allows for the use of the internet to advertise positions, provide information about the available jobs and the organisation and enables for email communication to take place between the prospective employers and the candidates (Okolie and Irabor, 2017).

2.7.2.1 The fundamentals of E-recruitment

The following are the five fundamentals of e-recruitment as identified by (Okolie and Irabor, 2017):

- **Tracking:** the candidate can track the status of his or her employment application.
- **Employer's website:** provides details of available jobs and data gathering.
- **Job Portals:** carry job adverts from employers and recruitment agencies.
- **Online testing:** assessment of candidates online based on different job profiles to assess them on different variables.
- **Social networking:** sites like LinkedIn, google and Facebook assist with networking and finding employment opportunities.

2.7.2.2 Primary drivers towards pursuing E-recruitment

The following are the primary drivers for pursuing E-Recruitment:

- Enhance the brand image and profile by attracting candidates to the branded website of the organisation as vacant jobs are posted there. Corporate websites are now used as a shop window to view the company as an employer of choice, and they may also provide insight into the company's values and culture. When it comes to recruiting and retaining staff, company branding is critical. Companies can now establish a strong online presence and reach a vast number of potential candidates with little effort thanks to E-HRM (Okolie and Irabor, 2017).

- Reduce expenses associated with the recruitment as it is cheaper for the candidates to use the internet than posting applications manually. It is also cheaper for employers to advertise their positions on the internet than placing the advertisement in the newspapers. Organisations also eliminate costs associated with using recruitment agencies (Okolie and Irabor, 2017).

- Administrative workload reduction and gives human resource staff more time for other activities and strategic matters that can contribute towards the competitive advantage of the organisation (Okolie and Irabor, 2017).

- Reduce delays in filling vacancies for both employers as well as applicants. The simplicity of filling out online application forms and adding resumes to emails reduces the time it takes to recruit. Applications can be handled in minutes rather than weeks, saving time for both work seekers and employers. Unqualified applicants are automatically filtered easily. The recruiting process becomes more effective, transparent, and standardised (Okolie and Irabor, 2017).

2.7.2.3 Challenges of E-Recruitment

- Organisations cannot reach work seekers who do not have access to the internet.
- Increased competition for candidates as organisations finds the same candidates.
- Lack of face-to-face interaction and as a result employer cannot judge the personality of candidates.
- More unqualified people apply and it becomes time-consuming to sift through all the resumes (Anand and Chitra, 2016).

Organisations must do a proper SWOT analysis to ensure the best online recruitment method is adopted. A SWOT analysis helps organisations to identify their strengths and weaknesses as there are internal things that the organisations have control over and can also change. Opportunities and threats are external in the market and the organisation. Organisations should take advantage of the opportunities to safeguard themselves from risks (Emet, 2017).

2.7.3 E-Performance Management System

E-performance management is an automated system that is used by organisations to measure their employees' performance (Njeje, Chepkilot & Ochiery, 2018). Performance contracting and assessment is made easy. Using e-performance management, the organisation's objectives

are connected to the elements of the balance scorecard that offer the organisation an entire view of the performance potential of divisions, teams, and individual employees. This allows for quicker performance indicator assessments and thus contributes to consistency in the process of performance evaluation and offers permanent records that are transparent, leading to a motivated workforce and therefore increasing employee performance (Njeje et al., 2018). Employees assess themselves on the system which leads to less paper being used, less admin costs and less response time. This system increases the efficiency and consistency of the whole performance management. It also makes the monitoring of employees performance progress on time and record-keeping easier (Mahfod et al., 2017). An e-performance management system that has been implemented successfully may benefit the organisation, managers and workers in the following ways:

Organisation's benefits

E-performance management enhances organisational effectiveness, retention and commitment of staff, improved productivity, facing the challenges of communication, clear responsibilities. The business can minimise the costs by modifying performance improvement processes into web-based real-time solutions. It also decreases the time and effort required to monitor the performance of the employees (Rondeau, 2018).

Manager's benefits

Managers gain instant feedback on results by drilling down to the performance of individual workers. There is no need to rewrite performance contracts every year for this. Managers can easily upload and edit from a previous time and then develop the criteria resulting from performance discussions, which would then be loaded into the individual development plan automatically (Rondeau, 2018).

Employee benefits

Reiterates employee expectations, opportunities for self-assessment, confirms work responsibility and leads to better results, identifies professional development clearly and encourages job satisfaction. The E-performance system is a computer-based system that evaluates individuals not only on the achievement of goals but also on the very skills needed for their function (Rondeau, 2018).

Disadvantages of implementing E-performance management

According to Rondeau (2018), the disadvantages of implementing e-performance management are:

- Workers that are concerned with their image, are more likely to prefer feedback given by superiors than computerised feedback.
- If employees feel that the system has been developed to track their actions closely, some workers whose work is monitored by computers can have lower levels of satisfaction and anxiety, influenced by the perception that their privacy is being violated.
- By decreasing opportunities for face-to-face contact, e-performance management systems have the potential to increase the interpersonal gap between managers and their subordinates.
- It may also lead workers to function in rigid ways, where they are more inclined to look good as opposed to the performance metrics measured by the system.

2.7.4 E-Training/Learning

E-Learning refers to any learning, training or education program where the development, management and transfer of information are focused on electronic devices, applications and processes (Uma, Yammama & Shaibu, 2020). E-learning is a concept that encompasses a broad variety of technologies and procedures, including web-based learning, computer-based learning, virtual classroom, and interactive collaboration. Learning and training can be conducted through the internet or using multimedia such as skype or video conferencing. This type of training can reduce direct costs (instructors, printed materials and also training facilities), indirect costs (travel and subsistence, and downtime for the employees) and also save the organisation time (Uma et al., 2020).

2.7.4.1 Advantages of E-learning

- It is flexible when taking into consideration time and place as every employee has got the privilege of choosing the convenient place and time.
- It can provide opportunities through the use of discussion platforms for relationships between employees.
- E-learning helps to minimise obstacles that can impede involvement, including the fear of talking to other employees.
- E-learning is cost-effective in the sense that employees do not need to fly.

- It is also cost-effective in the sense that it creates learning opportunities for the maximum number of employees without the need for several buildings (Arkorful and Abaidoo, 2015).

2.7.4.2 Disadvantages of E-learning

- E-learning allows employees to experience boredom, isolation as a result of less contact or connection with other employees. Therefore, in order to minimise such impacts, it takes very good motivation and time management skills.
- The e-learning approach can be less successful than conventional methods of learning with respect to clarifications, explanations, and interpretations. The learning process with instructors or teachers is much simpler face-to-face.
- E-learning can also result in certain websites being congested or heavily used. This can result in unexpected costs, both in time and in money for the employer (Arkorful and Abaidoo, 2015).

2.8 E-COMPENSATION

"The usage of intranet and internet for compensation planning is called E-Compensation management" (Mahfod et al., 2017). E-compensation relates to the use of ICT in the design of workforce compensation and benefit packages that ensures equal distribution of wages, monitoring of employee benefit package records and critical compensation information (Uma et al., 2020). The E-Compensation system uses an employee self-service platform that allows workers to electronically review their personal records, choose their incentive options and benefits. This reduces the time for HR employees to process data, paper use and workload. It also increases decision validity and improves efficiency (Rondeau, 2018).

2.8.1 Benefits of E-compensation

Uma et al., (2020), explained the benefits of E-compensation as:

- E-compensation assist in ensuring that the wages of employees are equally distributed, employee benefit plan records and critical compensation information monitoring;
- It assists managers to develop the organisation's budget, analysing the impact of existing reward programs and ensuring the fairness of their rewards system; and
- It ensures accessibility of compensation data via the organisations intranet or over the internet in which employees will be able to access it through the web through which individual employees would make their own decisions electronically about the preferred benefits.

2.9 E-Leave

E-leave is a web-based leave management system that streamlines communication between HR, employees and management. One of the most critical HR processes is leave management, which takes up a small but substantial amount of managerial time. Although managers are constantly overburdened with work and limited resources, authorising subordinates' leaves is a delicate balancing act. Leave management ensures that all leaves taken and leave requests are properly accounted for. Employees can apply for, approve, and view leave records without having to go through the HR staff. They can also use e-leave system to easily assess their leave availability (at any time) and request leave online. The system maintains accurate records of each employee's leave balances and plans (Fortich and Marcial, 2015).

The benefits of E-leave are outlined by Afsana (2018), as:

- **Saves time:** the one-click approval system saves time and improves productivity.
- **Can check pending leave list:** the approvers are capable of quickly reviewing and approving pending leave requests.
- **Can check the list of employees within the department that are on leave:** the approvers will check the worker is on leave and whether it would create any shortage of headcount in that department by having another worker on leave.
- **Cost reduction:** the company will minimise costs with the new web-based system by eliminating additional headcount that was previously needed to handle the manual leave system.
- **Enhanced workers' productivity and efficiency:** employee leave management system automation improves productivity and efficiency, as workers no longer have to think about their leave application process, so they can be more focused on their job.
- **Leave reports readily available for analysis and decision making:** automation enables management to produce and review reports easily and to extract valuable information about workers who are on regular leave and have accrued leave.
- **Protection of data:** the organisation's information is safeguarded. Both leave data and attendance data are kept safe and secured in one system (Afsana, 2018).

2.10 DETERMINANTS OF ATTITUDE TOWARD E-HUMAN RESOURCE MANAGEMENT

The attitude of the employees towards E-HRM are determined by the factors that will be discussed in the following headings:

2.10.1 Clarity of E-Human Resource Management Goals

A positive relationship exists between the clarification of the objectives of E-HRM and the attitude towards E-HRM. For employees within the organisations to embrace E-HRM, the goals should be explained for the adoption of that information technology system because if that is not done, it may lead to the unintended use of the system. The goals of E-HRM would determine the attitude of the employees towards it (Yulsiza et al., 2018).

2.10.2 User satisfaction with E-HRM

The degree to which the user of the system believes the system performs satisfactorily for its intended use is described as satisfaction. If a product or service meets a customer's expectations, prior usage and satisfaction are likely to have a favourable effect on the customer buying intent. The higher the satisfaction of the employees with E-HRM, the more favourable the employees would be towards E-HRM and the lower the satisfaction of employees with E-HRM, the less favourable they be toward it (Yulsiza et al., 2018).

2.10.3 Perceived usefulness and perceived ease of use

The ease of use and usefulness are linked with the attitude toward using technology. Perceived usefulness leads to the acceptance of E-HRM technology by organisations. If employees think that the E-HRM would reduce costs, time and ensure quick execution of tasks, they would embrace E-HRM. If employees think that E-HRM would be easy to deal with, they would adopt it (Yulsiza et al., 2018).

2.10.4 User support

User support refers to the technical support or help that is given to the system users when operating the system. User support is very critical towards the success of the system and it also influences the attitude towards E-HRM. Technical support is thought to be the most important factor in getting an individual to embrace or implement new technology or system with a high degree of satisfaction. It can be offered by the helpdesk, online assistance, or the IT department within the organisation (Eneizan, Mostafa & Alabboodi, 2018). “User support is having the high success rate to making the implementation of the new technology in the organisation” (Eneizan et al., 2018).

2.10.5 Social influence

Social influence is the extent to which an individual perceives that important others believe he/she should use the system. The social pressure is exerted by those that the user considers influential affects his or her decision to use the E-HRM Systems. Gender, income, experience, and willingness to use technology all moderate the impact of social influence on behavioural intention (Ma & Ye, 2015a).

2.10.6 Facilitating conditions

The degree to which a person assumes that an organisational and technological infrastructure exists to facilitate system use is referred to as Facilitating Conditions. These conditions include support from the HR and IT department to educate and assist employees. These conditions impact positively user satisfaction. The relationship between Facilitating Conditions and Intention to Use is expected to be moderated by age and experience. This effect will become stronger as one's experience increases, particularly as one gets older (Ahmad, 2014).

2.11 CONCLUSION

The point of departure that can be drawn from the extensive literature is that E-HRM is supposed to alter and enhance the way HR conducts its activities and fulfils its function. E-HRM activities such as E-employee profile, E-recruitment, E-training, E-performance management, and E-compensation have all been studied from various angles. In the previous segment, the factors contributing to HR transition, such as the need for cost reduction, customer satisfaction, strategic business needs, and technology growth, were addressed in-depth, followed by a presentation of barriers to the same change. With top management support and HRM playing a strategic role in the organisation's success, e-HRM can be used as an IT tool to achieve sustainable management. The academic literature agrees that further study is required to assess the true impact of E-HRM. However, the implementation of E-HRM has certainly resulted in a change in roles from HR to line management and employees at large.

CHAPTER THREE

THEORETICAL FRAMEWORK

3.1 INTRODUCTION

This chapter will deliver the theoretical framework of the study, stating the components of technology acceptance theory. It will also provide the meaning of the concepts that are central to the overall aim of the study. Again, this chapter will provide an overview of the elements of technology acceptance theory such as ‘perceived usefulness’, ‘perceived ease use’ and ‘actual use’. Furthermore, this chapter will discuss the concepts.

3.2 THEORETICAL FRAMEWORK

A theoretical framework serves as the base upon which all knowledge for the study is built. It comprises the theories expressed by experts in the field into which the research is planned. It should be consistent with the research problem, purpose statement, and significance of the study because it represents the researcher's assumptions, ethics, and personal beliefs. The key reason the theoretical framework is created for a study is to provide a scholarly basis for data interpretation (Kivunja, 2018).

3.3 TECHNOLOGY ACCEPTANCE THEORY

The Technology Acceptance Theory describes how consumers adopt and use technology. The adoption of technology refers to how people embrace and implement new technology. User adoption of technology has also been described as a user demonstrated willingness to use information technology for the tasks it was intended to support. Technology is worthless until it is adopted and put to use. Technology is often seen as a medium for disseminating information (Samaradiwakara and Gunawardena, 2014). People's lifestyles have changed dramatically as a result of technological advances or modern technology. Thus, technology must have brought some positive change to improve work efficiency, regardless of the industry. In the fields of industry, education, and health care, technological advancement is critical. Since the most significant advantage associated with access to new technologies is an improvement in the supply of information, understanding technology acceptance is critical (Samaradiwakara and Gunawardena, 2014).

The degree to which new technology is accepted by its users determines the effectiveness of a new system or invention. As a result, it is critical to comprehend how people decide whether

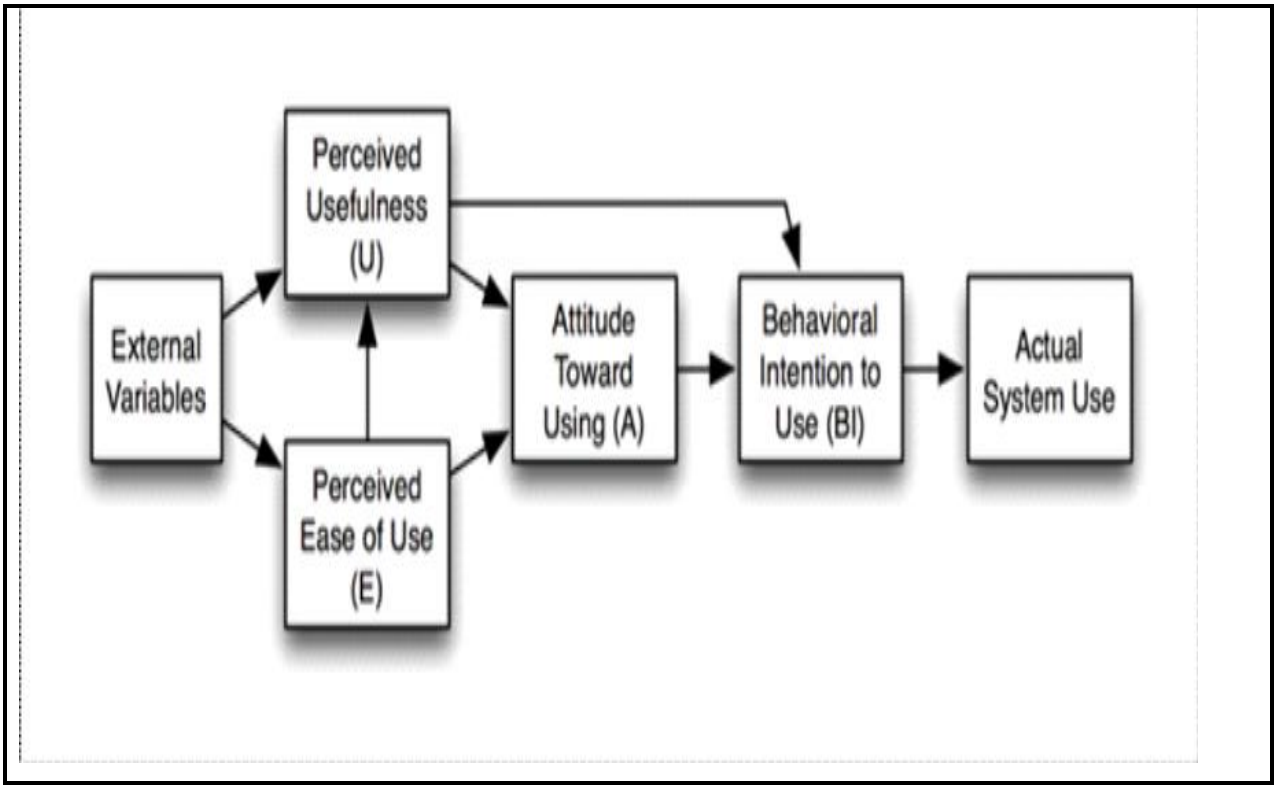
to adopt or reject emerging technology in the first place. Due to the need for a deeper understanding of user acceptance, technology acceptance theories and models have been developed to explain and predict the adoption of new products, processes, inventions, technologies, and other items, as well as to explain why people embrace or reject them (Al-Tarawneh, 2019). Technology adoption theories and models aim to express the idea of how users might perceive and embrace new technology, as well as how they might use it. These theories are intended to assess an individual's level of acceptance and satisfaction with any technology or information system but from various perspectives based on the determinants that make up their structure (Momani and Jamous, 2017).

3.3.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) was developed to predict the adoption and the use of the new IT system. TAM aims to assist academics and practitioners in determining why a specific technology or system may be acceptable or unsuitable, as well as taking appropriate steps, by offering both explanation and prediction. It looks at how perceptions of the technology's usefulness and convenience influence adoption intentions (Lai, 2017).

TAM is the most popular theory when looking at emerging technology adoption from an individual's perspective. It has been proven to be effective in predicting user acceptance of new technology. When users are confronted with a new IT system, the model suggests that "perceived usefulness" and "perceived ease of use" impact their choice about how and when to use it. According to TAM, a user's acceptance of an information system is based on two factors: perceived usefulness and perceived ease of use. These factors work together to decide how people feel about using technology (Lai, 2017). TAM was used in this study to help the researcher figure out whether E-HRM is acceptable or unacceptable and also if the officials from the Department of Employment and Labour find it effective or not.

Figure 4 Technology acceptance model



Source: Venkatesh & Davis, 2000 as cited in (Yusliza and Ramayah, 2012)

3.3.2 Perceived usefulness

Perceived usefulness (PU) refers to the individual evaluation by consumers of whether the use of the new technology would boost productivity and performance. If employees believe in the advantages of E-HRM, they will use it and contribute positively. One of the key motivators of the adoption of E-HRM is perceived usefulness and it can also impact future decisions on continued usage. The indicators of perceived usefulness are that the introduced technology makes the job easier, increases productivity, enhances effectivity, improves job performance and is helpful or useful (Usman, Septianti, Susita & Marsofiyati, 2020).

3.3.2.1 Determinants of perceived usefulness

Subjective norm: the extent to which a person perceives that most people who are important to him feel that the system should or should not be used. They are influenced by an individual's perceived social pressure from others to behave in a specific way, as well as their incentive to conform to those people's opinions. Social pressure can come from a variety of sources, including family, friends, and, in the case of this study, co-workers. As a result, colleagues'

ideas and conduct provide knowledge that can be used to determine how to behave. The usage of E-HRM will be dependent on whether other colleagues within the organisation think of it as a useful tool or not. Employees usually shape their behaviour according to social norms and beliefs (Ham, Jeger & Ivkovic, 2015).

Image: is the extent to which a person perceives that the use of an invention would increase his or her social status. When people believe their reputation will improve within the organisation, they are more likely to embrace E-HRM (Leal and Albertin, 2015).

Job relevance: is the extent to which a person believes that the target system is relevant to his or her job. Individuals have varying expectations of the outcomes they expect from technology due to the nature of their work, and they are often exposed to external knowledge, which can influence their decision on which technology they need. If employees believe E-HRM is relevant to their work, they are more likely going to accept it (Alambaigi and Ahangari, 2016).

Output quality: is the extent to which a person believes that the system performs his or her work duties well. Employees will use E-HRM if they believe it will meet their demands in terms of information organisation, relevance, and correctness, and they will not accept it if it does not (Castiblanco Jimenez, Cepeda Garcia, Violante, Marcolin & Vezzetti, 2021).

Result demonstrability: is the extent to which an individual accepts that the system's outcomes are real, measurable and communicable. This means that if the ground between usage and positive results is easily noticeable, people are more likely to acquire positive judgments of a system's usefulness. In contrast, if a system generates effective job-relevant outputs that a user wants but does it mysteriously, people are unlikely to realise how valuable the system is (Wingo, Ivankova & Moss, 2017).

3.3.3 Perceived ease of use

The degree to which potential users expect a simple implementation of the new system is defined as ‘perceived ease of use’. In other words, potential users do not anticipate significant difficulty in learning and adopting the new system. The perceived ease of use of technology can contribute to people's understanding of its usefulness. If users find the use of E-HRM technologies easy to use, they may consider it more beneficial. The attitude towards E-HRM is positively linked to ease of use. Ease of use can be measured with the following indicators, easy to increase user skills, easy to use or operate, work on the desired job with ease and ease

of studies (Usman et al., 2020).

3.3.3.1 Determinants of Perceived ease of use

Computer self-efficacy: is the degree to which a person feels that he or she can perform a particular task using the system. The ability to use a computer varies depending on an individual's level of trust in computer technology. Self-efficacy applies to officials from the Department of Employment and Labour's belief that they can effectively use technology to the point that they would be able to use E-HRM. The level of self-efficacy for computer ability will provide encouragement and motivation for each person in the perception of ease of use against computer technology users' attitudes (Lio, Hong, Wen, Pan & Wu, 2018).

Perceptions of external control: is the degree to which an individual believes that there are organisational and technological resources to encourage the use of the system. Employees with access to specific resources and a larger knowledge base have much more control over the execution of certain activities. As a result, having access to specific resources and expertise expands one's control (Lio et al., 2018).

Computer anxiety: is the degree of anxiety, or even fear, of a person when he or she faces the prospect of using the system. It can also be described as a tendency of a person to be uneasy, apprehensive, or fearful about the present or potential use of computers in general. Officials from the Department of Employment and Labour who are anxious or frustrated with computers would be less likely to use E-HRM system (Castiblanco Jimenez et al., 2021).

Computer playfulness: computer playfulness is an individual trait that defines how satisfied a person is with his or her usage of technology. Individuals who are more at ease with computer technologies as a source of entertainment, in general, are likely to quickly adapt to new systems simply for the sake of utilising them, rather than for the intrinsic benefits of doing so. Employees who love using computers may not see the difficulties of learning to use E-HRM system, but others who do not enjoy using computers may be more susceptible to the new system's difficulty, resulting in looming technological adoption (Singh, Bhadauria & Liao, 2010).

Perceived enjoyment: is the degree to which, aside from any success, the task of using a particular system is perceived to be enjoyable in its own right. If a person can have fun when adopting new technology, their attitude toward adoption would be positive. When compared to

a similar activity that is not enjoyable, a person will be more likely to do or repeat an enjoyable activity (Durodolu, 2016).

Objective usability: is a system evaluation focused on the real amount of effort needed to complete various tasks. It allows for a comparison of systems based on the actual amount of effort necessary to execute specified tasks (Chen, 2018).

3.3.4 Behavioural intention to use

Employees embrace the new system if they perceive that it will be useful to them and easy to use, on the other hand, if they perceive the new system as difficult to use, they reject it. These variable states that the attitude of employees affects the acceptance of the newly introduced system in the organisation. The overall feeling of employees towards the new system also depends on the employee's information technology experiences and if their IT experience is good they will use the system and if it is not good they will not use the system. The interest or intent to use the new system can be measured with the following indicators, the desire to use it, always trying to use and sustainable use in the future (Durodolu, 2016).

3.3.5 Actual use

Employees' actual system utilisation is influenced by individual behavioural intention, which is influenced by perceived usefulness and perceived ease of use. The perceived usefulness of a system has a direct and considerable impact on the behavioural intention to use it. For managers interested in assessing the effects of information technology, system use has significant functional importance. The amount of time spent communicating with technology and the frequency with which it is used are referred to as perceived usage. Officials' computer-related beliefs and attitudes may prevent them from fully exploiting the benefits of using the system. Officials are more likely to use a system that they feel is simple to use and can boost their productivity. If end users are not aware or trained about the system's need or significance, it will have a significant effect on their behavioural intention to use it, as well as on actual use. (Leal and Albertin, 2015).

3.4 CONCLUSION

TAM tries to offer rational arguments that can assist researchers in determining why the Department of Employment and Labour officials embrace or reject E-HRM. TAM has been extensively validated with various samples in various scenarios, and it has proven to be a credible and accurate model for describing factors affecting new technology adoption. TAM is

useful not just for predicting, but also for describing, so that researchers and experts can recognise the reasons for not embracing a system or technology in particular and, as a result, take the necessary corrective action.

CHAPTER FOUR
RESEARCH METHODOLOGY

4.1 INTRODUCTION

Research is a process that involves collecting and examining information to improve our knowledge and understanding of different issues. The main aim of the research is to find the hidden reality that has not been discovered as yet and that information is used to better understand the phenomena that are being studied (Sekaran and Bougie, 2016). The research methodology used to perform the study was summarised in this chapter, with an emphasis on the research design, research approaches, study location, target population, sampling strategies, and sample size. The various research methodologies were discussed in this chapter, as well as the reasoning for the chosen method. The study's research design and approaches, as well as the research instrument, were addressed. Data collection, validity and reliability, as well as ethical concerns for the research, were also covered in this chapter.

4.2 RESEARCH PARADIGM

A paradigm is a philosophical orientation, perspective, or way of thinking, or school of thought, or collection of common views that influences what should be examined, how it should be examined, and how the study's results should be understood by the researcher. The positivist paradigm is frequently connected with quantitative research approaches that use surveys, questionnaires, or experimental methods to anticipate, control, and generalise findings hence its adoption for this study (Rahi, 2017). Positivism holds that only “factual” information derived from observation (the senses), including measurement, is reliable. The researcher's function in positivist studies is confined to data collection and objective interpretation. The study outcomes in these types of investigations are generally observable and quantitative. When conducting this kind of research, independence means that the researcher should engage with subjects as little as possible and that ensures objectivity (Kekeya, 2019).

4.3 RESEARCH DESIGN

A research design is “a process that is concerned with creating a blueprint of the activities to take in order to satisfactorily answer the research questions identified in the exploration phase” (Bhattacherjee, 2012:21). A research design is also described as a plan, structure, and strategy for conducting research with the aim of obtaining answers to research questions while maintaining the best possible control of variables. The types of analyses that must be performed to achieve the desired results are often determined by the research design. It specifies what data

is required, how the data will be collected and analysed, and how the data will be used to address the research questions (Asenahabi, 2019). A case study is a comprehensive investigation of a problem in a real-life setting over a certain period. Case study as a methodology is effective in answering the questions why, how and what related to a specific phenomenon (Al-Adwan, Ahmad & Smedly, 2013). A case study was used for this study to explore the perceptions of officials from the Department of Employment and Labour, Johannesburg on the effectiveness of the E-HRM.

4.4 RESEARCH APPROACH

Research approaches are research plans and procedures that cover everything from general assumptions to detailed data collecting, analysis, and interpretation methodologies (Creswell, 2014). Quantitative, qualitative and mixed methods are different research approaches that can be used.

Qualitative research

Qualitative analysis is concerned with deepening one's understanding of a problem rather than numerical representativity. Qualitative methodology aims to generate detailed and illustrative data to understand the various aspects of the issue under investigation. Qualitative researchers seek to understand or view phenomena through the meanings that people assign to them. As a result, qualitative research is concerned with elements of fact that cannot be quantified, with an emphasis on the comprehension and interpretation of social dynamics (Queirós, Faria & Almeida, 2017).

Mixed methods research

It is a method of study that entails gathering both quantitative and qualitative data, combining the two types of data, and using different designs that may include philosophical assumptions and theoretical frameworks. This type of study is based on the premise that combining qualitative and quantitative methods yields a more comprehensive understanding of a research issue than either approach alone (Creswell, 2014).

Quantitative research

Quantitative research emphasises objectivity and is particularly useful when it is possible to obtain quantifiable measurements of variables and inferences from population samples. For data collection, the quantitative analysis uses systematic protocols and standardised instruments. The findings are interpreted as if they represent a wide and fairly detailed picture

of the entire population. Statistical methods are used to analyse numerical data, and applications such as SPSS, and Stata are often used (Queirós et al., 2017).

According to Creswell (2014), the quantitative research method is used to collect data from a large group of people and then generalise the results. Creswell (2014) further asserted that quantitative approaches use more closed-ended questions in which the researcher identifies a set of response categories, such as strongly agree, neutral, and strongly disagree. Looking at the sample size of this study and the satellite offices of the Department of Employment and Labour in the City of Johannesburg, a quantitative research approach was suitable for this study.

4.5 STUDY SITE

The study site was the Department of Employment and Labour in Johannesburg. The offices of the Department of Employment and Labour are situated in the Central Business District of the City of Johannesburg. In order to take the service to the people, there are visiting points in the following areas, Orange Farm, Ennerdale, Lenasia and Eldorado Park.

4.6 TARGET POPULATION

The entire collection of individuals (subjects or events) with similar characteristics in which the researcher is interested is referred to as the population (Kassu, 2019)**.** It is from this population that the respondents for the study were selected. The Department of Employment and Labour in Johannesburg has a staff establishment of 121 officials. The target population for this study was derived from the officials of the Department of Employment and Labour Johannesburg office. These officials included the 'Frontline staff' that provide services to the clients who come to apply for unemployment insurance funds, 'Inspectors' that enforce labour legislation, 'Career counsellors' and 'Employment Service Practitioners' that offer employment services to clients as well as management support officials (Department of Labour, 2013).

4.7 SAMPLING STRATEGY

Sampling is a method of selecting a subset of people from a larger population to make observations and statistical inferences about that population (Bhattacherjee, 2012).

Sample frame

A sample frame is a list of sampling units from which a selection of a sample is made (Taherdoost, 2016). It was requested from the Human Resource section within the Department of Employment and Labour in Johannesburg with a list of officials. Probability sampling is a "technique in which every unit in the population has a chance of being selected in the sample, and this chance can be accurately determined" (Bhattacherjee, 2012:67). Simple random sampling also known as a method of chances is a sampling technique that allows every item in the population a chance and likelihood of being selected in the sample (Bhattacherjee, 2012). Since all elements of the population were considered and had an equal probability of being selected as participants, this analysis used simple random sampling. The list of officials with more than a year of experience within the Johannesburg Department of Employment and Labour was taken from the HR department. Their names were put in a box and then 93 names were randomly selected. A questionnaire was then emailed to those officials selected with a given timeframe within which they should respond.

4.8 SAMPLE SIZE

A sample size table was used to determine the number of the officials that formed part of the sample from the whole population. The sample size is the number of elements that are selected for observation in a study and the sample size for this study was 93 officials from the Department of Employment and Labour in Johannesburg. At a 95% confidence level and 5 confidence interval, a population of 121 is equal to 93 respondents (Sekaran and Bougie, 2016).

4.9 DATA COLLECTION METHODS

In this study, data were collected quantitatively. A combination of secondary and primary data was used by the researcher to collect data in this study. The primary aim of the researcher was to use both secondary and primary data to meet the research objectives and answer the research questions of this study.

Research instrument

A questionnaire is a type of data collection method in which respondents are provided with written questions that must be answered in writing (Bhattacherjee, 2012). Questionnaires have the advantage of obtaining data more effectively in terms of cost and time; this study used questionnaires. A questionnaire allows the researcher to collect data from a large sample of the study. It consists of a set of questions used in a standardised manner. A Likert scale is designed

to examine how strongly subjects agree or disagree with statements (Sekaran and Bougie, 2016).

There were two forms of questionnaires: open-ended and closed-ended.
An open-ended questionnaire contains unstructured questions with no suggested answers; as a result, respondents answer the questions in their own words and they can choose to provide an infinite number of responses. Closed-ended questionnaires, such as multiple-choice questions, were formulated and provided the respondents with a selection of alternative responses from which to choose in order to answer the questions. They aid respondents in making swift decisions among the many options presented to them (Sekaran and Bougie, 2016).

The primary method of collecting data for this study was the closed-ended questionnaires that were structured to explore the perceptions of the Department of Employment and Labour officials from Johannesburg on the effectiveness of E-HRM. A Likert scale was used in this study. The questionnaire had Section A which consisted of biographic and professional information and Section B consisted of thirty-five closed-ended questions. The entire questionnaire used a 4-point Likert scale which was labelled as follows:
1. Strongly agree = 1
2. Agree = 2
3. Strongly Disagree = 3
4. Disagree = 4

The questionnaires were self-administered as it was sent mainly through an email to all the officials that formed part of a sample. The questionnaire was three pages long and officials were requested to voluntarily complete it and it took them less than thirty minutes to fill it.

4.10 DATA QUALITY CONTROL

4.10.1 Validity

The degree to which a test measures what we want to measure is referred to as validity. There are two forms of validity: external and internal. External validity is the ability of the information to be generalised across people, settings and times, and internal validity is the ability of a questionnaire to measure what it is supposed to measure. The following factors also help to ensure this study's validity, models/frameworks and theories relevant to the research subject, as well as objectives and questions (Sekaran & Bougie, 2016).

4.10.2 Reliability

Reliability is the degree to which a measurement is free of errors (Sekaran & Bougie, 2016). Reliability measurements are concerned with accuracy and consistency. The questionnaire was not biased, leading, vague, or double-barrelled, which improved the validity. It is a critical aspect of any study, to test the reliability and findings. The reliability of this study was measured to ensure that the data collected were accurate, the method of data collection was not compromised and that the questionnaires were consistent across the sample.

4.11 DATA ANALYSIS

After data had been collected, certain procedures and processes were followed to form an understanding of the people and situations that were being studied. To reduce and understand the huge amount of information from different people, the process called data analysis was applied. The data collected through questionnaires were coded and captured in the spreadsheet before a completed analysis was conducted (Sekaran & Bougie, 2016). The completeness and accuracy were checked before the raw data was manually captured on the Statistical Package for Social Sciences (SPSS) version 26 programme for comprehensive analysis. Since most computers have spreadsheet sets, the SPSS Version 26 programme was chosen because it is user-friendly and effective for students. Data collected through questionnaires were analysed using a computer software called Statistical Package for Social Sciences (SPSS) version 26 and presented on tables and bar graphs.

4.12 ETHICAL CONSIDERATIONS

An ethical clearance was obtained from the University of KwaZulu-Natal to ensure that the research was conducted within the appropriate limitations. The ethical clearance number was HSSREC/00002049/2020. The informed consent letter was attached to the research questionnaire so that the researcher could obtain participants' permission to participate in the study. Participants were also made aware that it was within their right to agree to participate in the research or not to. The information that was obtained from the participants was kept confidential and that they had a right to withdraw from participating in the study should they wish to pull out. They were safe from physical harm because they completed the questionnaires in their own time and space. To ensure the confidentiality of the information provided, the data will be kept secure in the School of Management, Information Technology, and Governance for five years.

4.13 CONCLUSION

This chapter aimed to introduce and explain the research design and methods used in the study in order to accomplish the research objectives. The researcher went into great detail about the data collection process and instrument that was used, as well as the rationale for the decision. The study's ethical implications, as well as the issues of prejudice, reliability, and validity, were thoroughly explored. The research results are discussed in the following chapter.

CHAPTER FIVE
DATA PRESENTATION AND ANALYSIS

5.1 INTRODUCTION

This section presents the results from the primary study. These results were generated using the Statistical Package for Social Sciences (SPSS). The quantitative data is presented using tables and charts.

5.2 RESPONSE RATE

The Department of Employment and Labour in Johannesburg has a total number of 121 officials. Questionnaires were distributed to the entire population of the employees at the Department of Employment and Labour in Johannesburg. Ninety-three (93) questionnaires were recovered from these employees. This means that the response rate was 76.9%. This was a suitable and adequate sample size that was able to fulfil the objectives of the study. Therefore, the sample size includes 93 employees working from the Department of Employment and Labour in Johannesburg.

5.2.1 Reliability: Cronbach's Alpha

Cronbach's alpha serves the purpose of assessing the reliability or internal consistency of the concept under a study. The Cronbach's alpha shows the level of consistency in the process of measuring a concept. The strength in the consistency of that measure is shown using Cronbach's alpha. Cronbach's alpha is found through the process of correlating the score for every scale unit with the sum of the score for every observation, followed by a comparison of this to the variance for every individual unit score (Taber, 2018). It must be emphasised that a Cronbach alpha coefficient of 0.70 and above indicates that there is internal consistency (Bonnet and Wright, 2014). Table 5.1 below illustrates the Cronbach's alpha results for the study:

Table 5.1: Cronbach's alpha results

Construct	Cronbach's alpha	No. of questions
E-HRM functions performed by the DEL	0.72	5
Perceptions of DEL officials towards the usefulness of E-HRM	0.79	5

Perceptions of DEL officials towards the ease of use of E-HRM	0.75	5
The behavioural intentions of DEL officials towards the use of E-HRM	0.72	4
Perceptions of officials of DEL towards the effectiveness of E-HRM	0.80	9

5.3 Demographic profile of the respondents

5.3.1 Respondents' gender

It is important to have a gender distribution balance in research because this promotes the aspects of its validity, rigour, and relevance (Rich-Edwards, Kaiser, Chen, Manson & Goldstein, 2018). This is because there is an increase in the study's accountability in terms of data from male and female participants, thoughtfulness and variations that may occur due to gender differences. The next figure is going to discuss gender of the participants.

Figure 5.1: Gender of the respondents

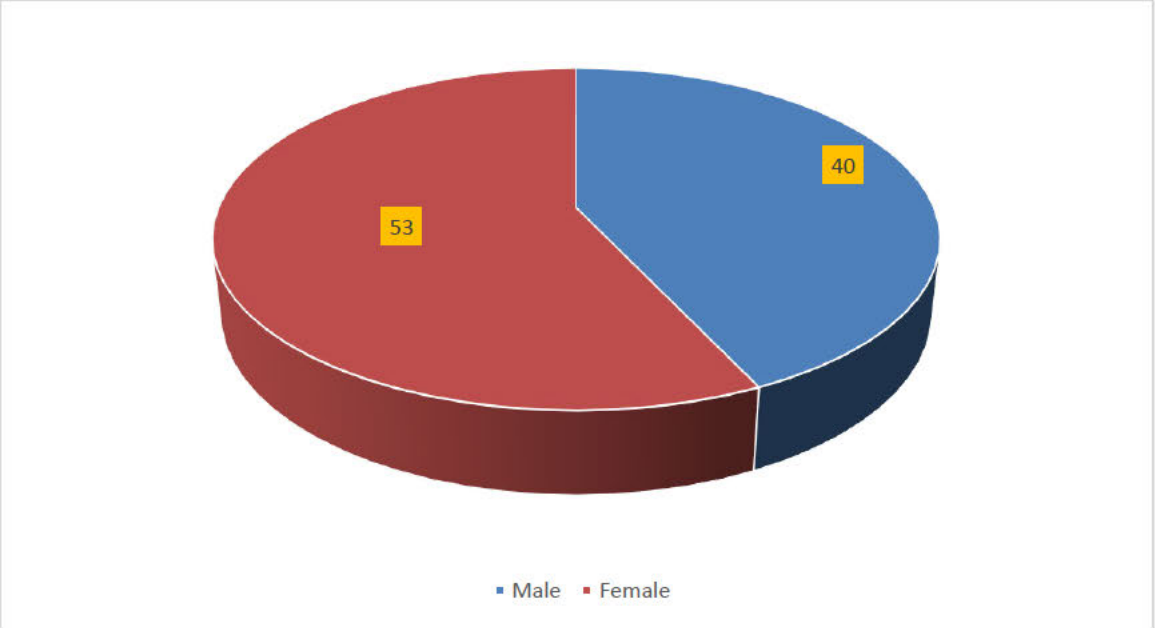


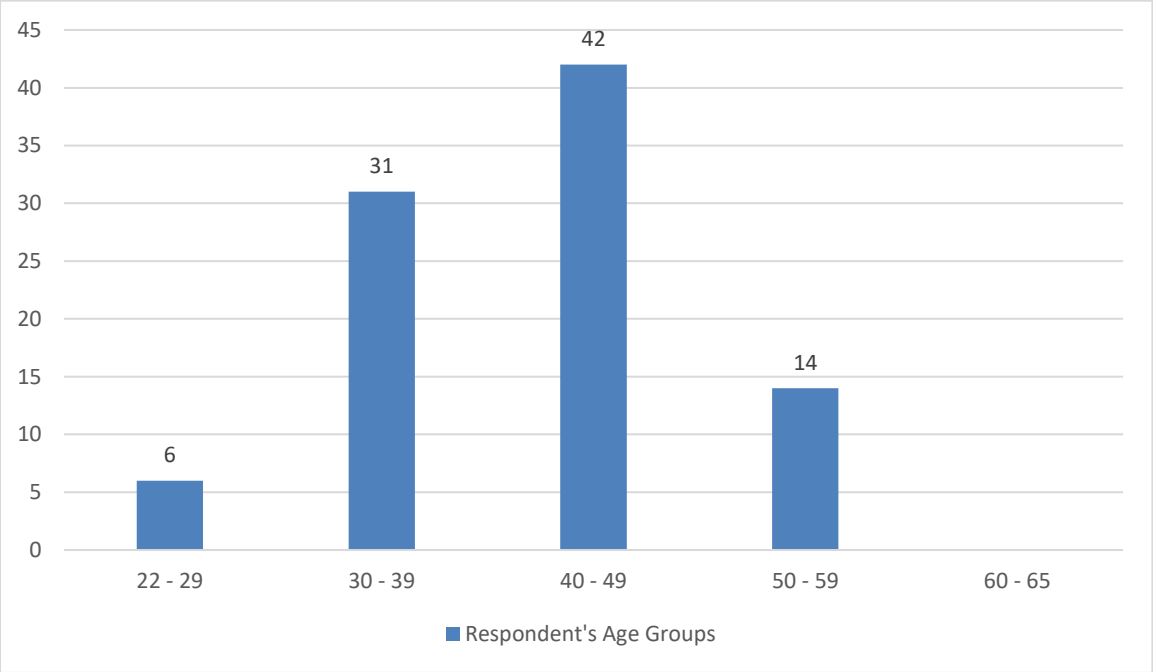
Figure 5.1 above illustrates that 40 male respondents made up 43% of the sample size of the study. Fifty-three female respondents made up 57% of the sample size of the study. This means

that there was a fair distribution of male and female participants in the study. Therefore, this requirement was satisfied. The next figure is going discuss the age groups of the participants.

5.3.2 Respondents' age groups

The selection of a study's sample must ensure that there is an even spread in its age groups (Pickering & Kara, 2017). This is important because a balanced sample size based on age ensures that the data acquired is representative of extended variables of the phenomenon under a study. However, this is not the case when a study seeks to find out about phenomenon from a sample size of a specified age group.

Figure 5.2 the respondents' age

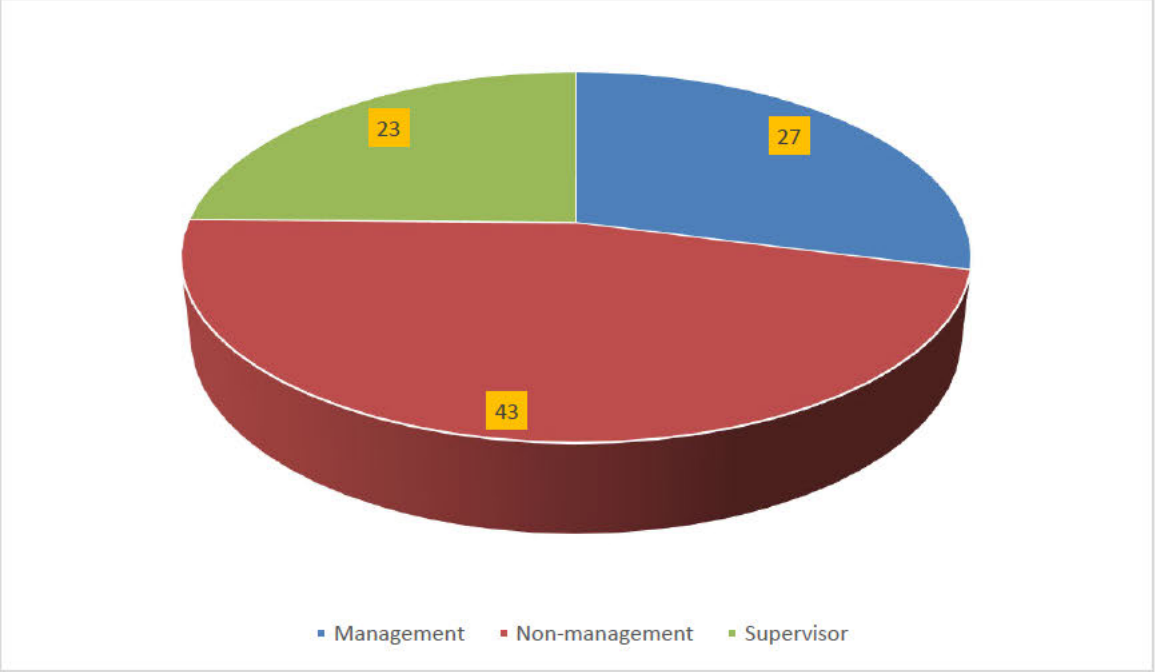


The above figure depicts the respondent's age groups in this study. The sample size of the study was made up of participants between the ages of 22 to 65. There were 6 participants from the age group of 22 to 29 and this constituted 6.5% of the sample size. Thirty-one (31) participants from the age group of 30 to 39 made up 33.3% of the sample size, while 42 of the participants from the age of 40 to 49 made up 45.2% of the sample size of the study. Fourteen (14) respondents from the age of 50 to 59 constituted 15.1% of the sample size. There were no participants from the age of 60 and above. The above figure shows that there was a fair distribution of the respondents in each age group in this study. Therefore, the data that were collected were suitable for the realisation of the objectives of this study. The next figure is going to discuss the employment post of the officials.

5.3.3 Respondents' official employment post

A study must be made up of participants that occupy or form a part of different roles pertaining to the phenomenon under a study (van Hoeven, Janssen, Roes & Koffijberg, 2015). This ensures that the selected sample is representative and acquires sets of variables that are necessary for a complete evaluation of a study.

Figure 5.3 respondents' employment post

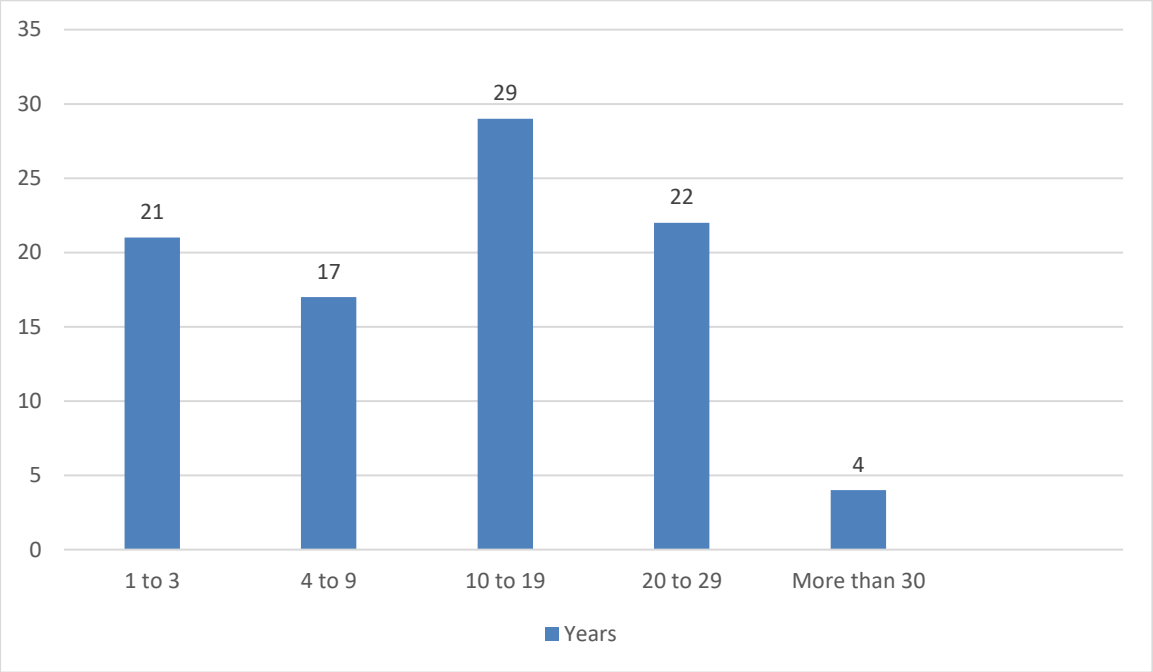


The above figure illustrates that out of 93 respondents there were 27 who occupied the management position at DEL and this accounted for 29% of the sample size. This figure also showed that 43 respondents occupied the non-management position, and this accounted for 46.2% of the sample size; while 23 respondents occupied the supervisor position, and this accounted for 24.7% of the sample size. It also points out that the study involved participants that emanated from all the stakeholder levels at the DEL. It shows that there was a fair distribution of the participants at all levels. Therefore, the participants that returned the questionnaires constituted an appropriate sample size for the study. The next figure is going to discuss the respondent's number of years employed.

5.3.4 Respondent's number of years employed at the Department of Employment and Labour

A study needs to select its sample size to include a wide range of variations in its phenomenon (Pickering & Kara, 2017). This is because the subjects in the sample may have varying attributes that must be consolidated to make a study more valid. The number of years that an employee has may affect the levels of experience, skills, technical abilities and many more aspects that a sample may possess. Therefore, it is important to ensure that a sample size of a study is composed of varying year's employment.

Figure 5.4: The respondents' number of years employed at DEL

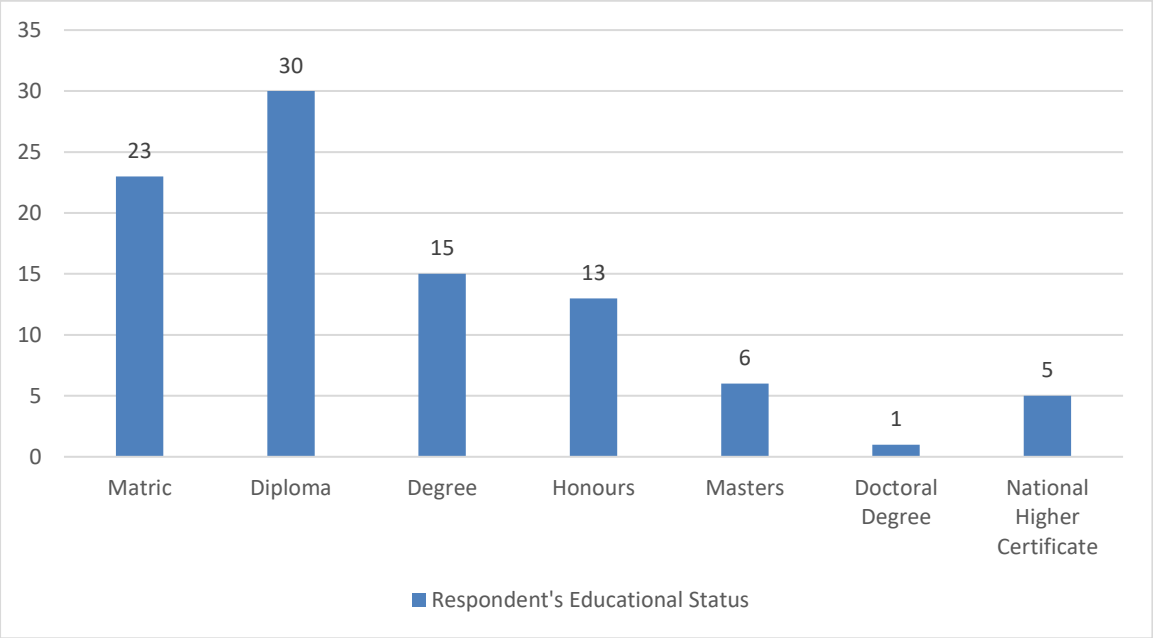


The above figure illustrates that 21 respondents have been working at DEL for 1 to 3 years and this constitutes 22.6% of the sample size. Seventeen (17) respondents were employed for 4 to 9 years and, this constitutes 18.3% of the sample size; there were 29 respondents that were employed for 10 to 19 years and, this constitutes 31.2% of the sample size. On the other hand, 22 respondents were employed by the DEL for 20 to 29 years and, this constitutes 23.7% of the sample size; and lastly, 4 respondents were employed for more than 30 years, and this constitutes 4.3% of the sample size. The above figure depicts that there was an even spread and enough years in the participants in the study apart from those that had less than a year and more than 30 years. However, the sample size was still suitable for the attainment of the objectives of the study. The next figure is going to discuss educational status of the respondents.

5.3.5: Respondent's educational status

The educational status of the respondents in a study is necessary to consider because it may influence its results (Kalaiselvan, Maheswari & Narayanamoorthy, 2017). Even though the educational background of a participant does not directly reflect the levels of intelligence, those that have high levels are most likely to provide complete, unambiguous, valid, and appropriate responses to the queries posed in research. In addition, the educational status of participants may reflect levels of experiences based on the phenomenon being investigated in a study. This may be because the more educated ones have been exposed to much more than their less-educated counterparts. Figure 5.5 below depicts the respondent's educational status:

Figure 5.5 educational status of the respondents



The above figure illustrates that out of 93 respondents, 23 had Grade 12 (matric) as their highest level of study and this constituted 24.7% of the sample size of the study; 30 had a Diploma which constituted 32.3%, 15 had a Bachelor Degree that constituted 16.1% as their highest level of study. Thirteen (13) respondents had an Honours Degree, that constituted 13.9%, 6 had a Master Degree that constituted 6.5%; while 1 had a Doctoral Degree that constituted 1.1% as their highest level of study. Five (5) respondents had National Higher Certificate as their highest qualification, which constituted 5.4% of the sample size of the study. This shows that there was an indication there was an even spread in the respondents' educational levels apart from those that had a National Higher Certificate, Master and Doctoral Degree. However, for

this study, this sample size was still appropriate to achieve its objectives. The next figure is going to discuss E-leave functions.

5.4 Presentation of the results

The study sought to achieve 5 main objectives. These objectives are presented and discussed in this section.

5.4.1 Objective 1: To identify E-HRM functions that the Department of Employment and Labour Johannesburg performs

Figure 5.6: The E-leave functions that are performed by staff working at DEL

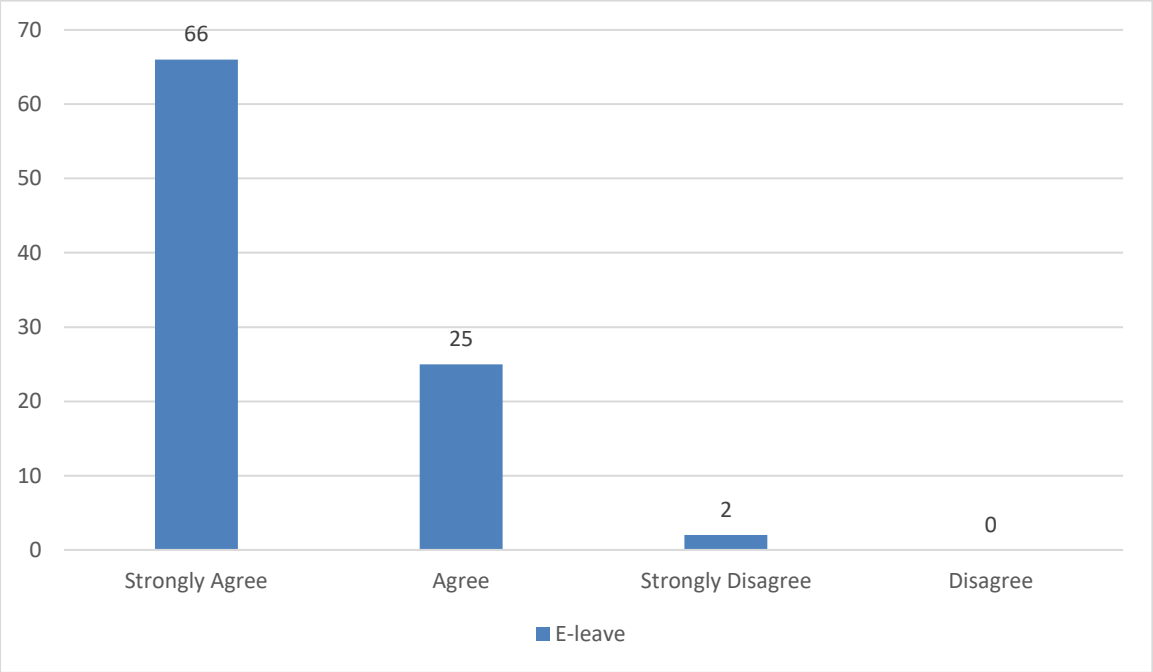


Figure 5.6 above illustrates that, pertaining to the query whether the DEL utilises the E-leave function, 66 respondents strongly agreed, and this constitutes 71% of the sample size while 25 of the respondents agreed, and this constitutes 26.9% of the sample size. Two (2) of the respondents strongly disagreed and this constitutes 2% of the sample size and there were no respondents who disagreed. The next figure is going to discuss the E-performance management functions.

Figure 5.7: The E-performance management functions that are performed by staff working at DEL

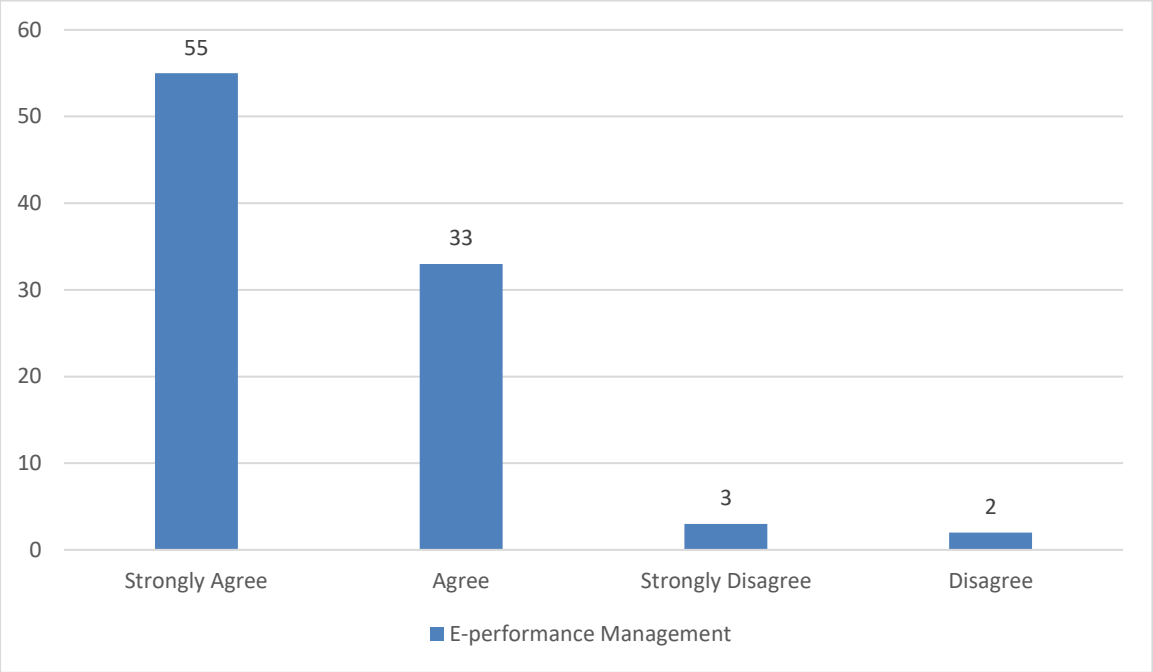


Figure 5.7 above illustrates that, pertaining to the query whether the DEL utilises the E-performance management function, 55 respondents strongly agreed, and this constitutes 59.1% of the sample size. On the other side, 33 of the respondents agreed and this constitutes 35.5% of the sample size. Three (3) respondents strongly disagreed with this question and that constituted 3.2% of the sample size and 2 respondents disagreed, and this constitutes 2.2% of the sample size. The next figure is going to discuss E-training/learning functions.

Figure 5.8: The E-training/learning functions that are performed by staff working at the Department of Employment and Labour

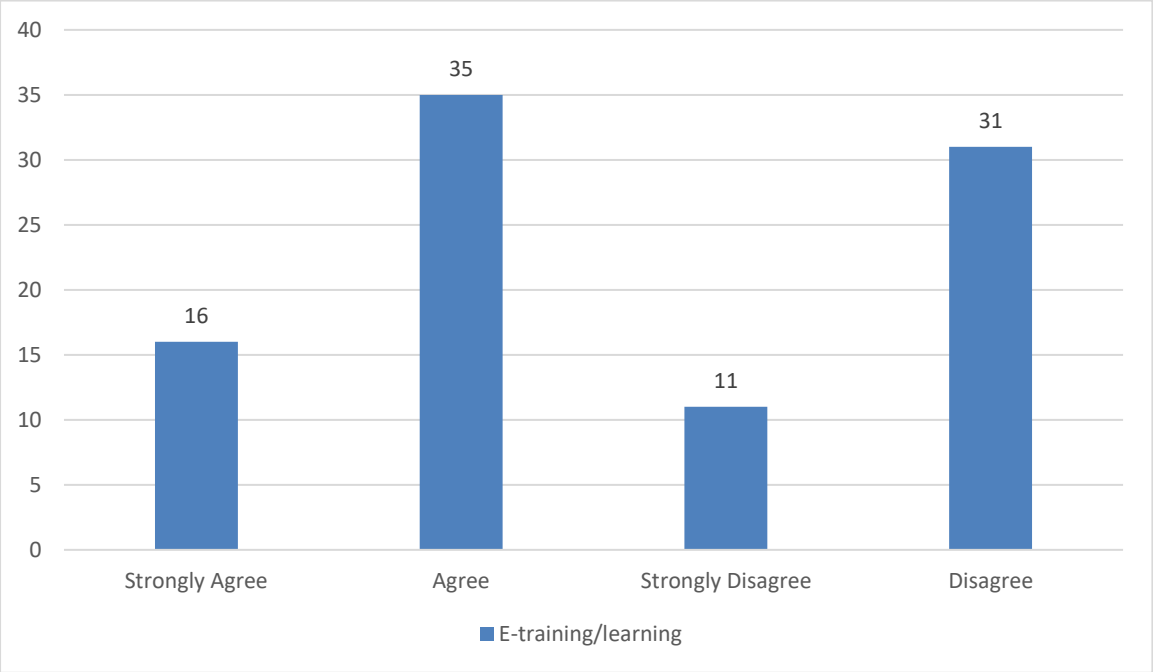


Figure 5.8 illustrates that, pertaining to the query whether the DEL utilises the E-training or Learning function, 16 respondents strongly agreed, and this constitutes 17.2% of the sample size and 35 of the respondents agreed and this constitutes 37.6% of the sample size. While 11 of the respondents strongly disagreed and this constitutes 11.8% of the sample size and 31 disagreed and this makes 33.3% of the sample size. The next figure is going to discuss the E-recruitment functions.

Figure 5.9: The E-recruitment functions that are performed by staff working at the Department of Employment and Labour

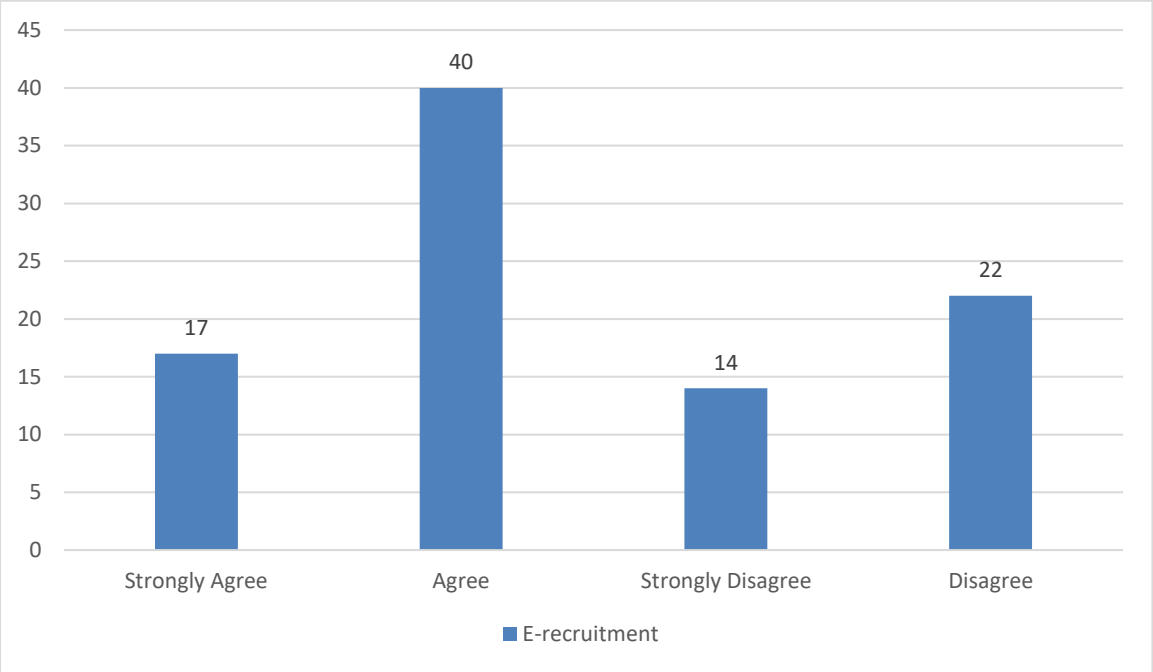


Figure 5.9 above illustrates that, pertaining to the query whether the DEL utilises the E-recruitment function, 17 respondents strongly agreed, and this constitutes 18.3% of the sample size and 40 agreed to this query and this constitutes 43% of the sample size. Out of 93 respondents, 14 strongly disagreed with the query and this constitutes 15% of the sample size while 22 disagreed and this constitutes 23.7% of the sample size. The next figure is going to discuss the compensation functions.

Figure 5.10: The E-compensation functions that are performed by staff working at DEL

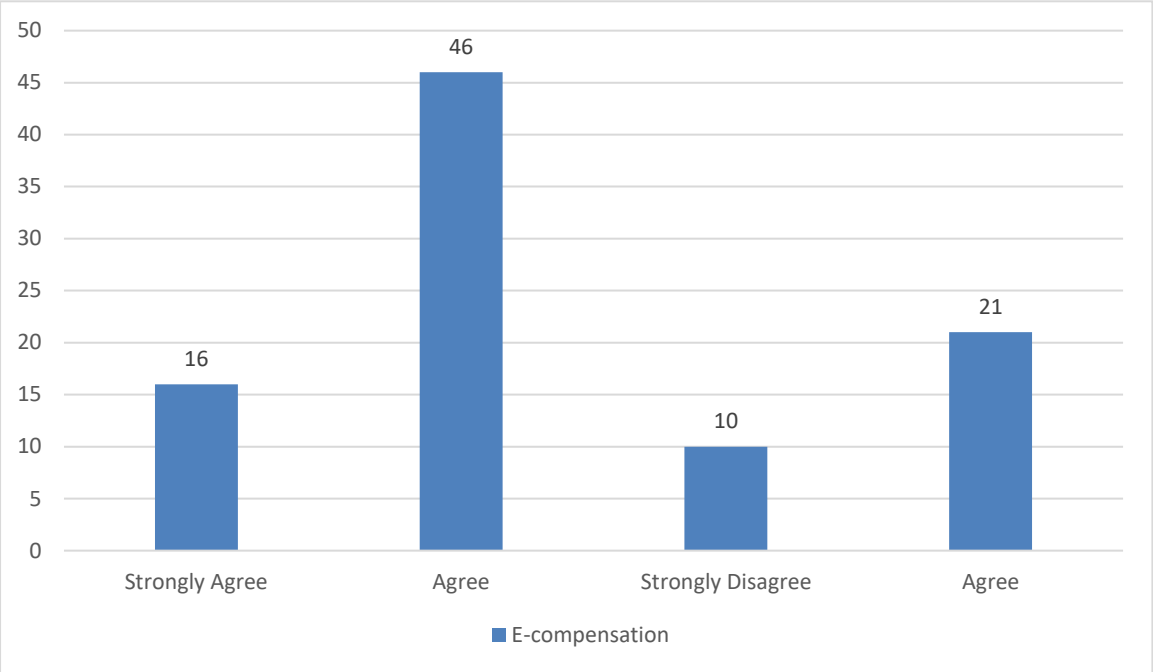


Figure 5.10 above illustrates that, pertaining to the query whether the DEL utilises the E-compensation function, out of 93 respondents 16 strongly agreed, and this constitutes 17.2%, while 46 agreed to the query and this constitutes 49.5% of the sample size. Ten (10) of the respondents strongly disagreed with the query and this constitutes 10.7%, while 21 disagreed and this constitutes 22.6% of the sample size. The next figure is going to discuss the E-employee profile functions.

Figure 5.11: The E-employee profile functions that are performed by staff working at Department of Employment and Labour

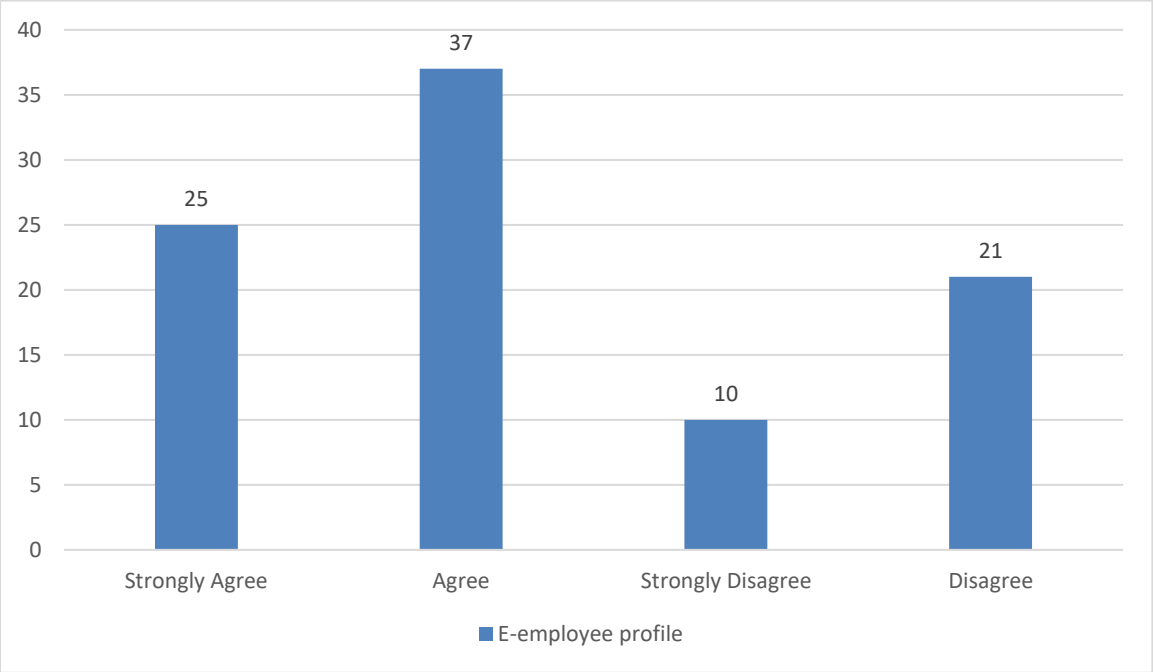


Figure 5.11 above illustrates that, pertaining to the query whether the DEL utilises the E-employee profile function, 25 respondents strongly agreed, and this constitutes 26.9% of the sample size while 37 agreed to the query and this constitutes 39.8% of the sample size. Out of 93 respondents, 10 strongly disagreed with the query and this constitutes 10.7% although 21 disagreed and this made up 22.6% of the sample size. The next figure is going to talk about good ideas of using the E-HRM system.

5.4.2 Objective 2: To explore the perceived usefulness of E-HRM by Johannesburg officials working at the Department of Employment and Labour

Figure 5.12: It is a good idea to use the E-HRM system

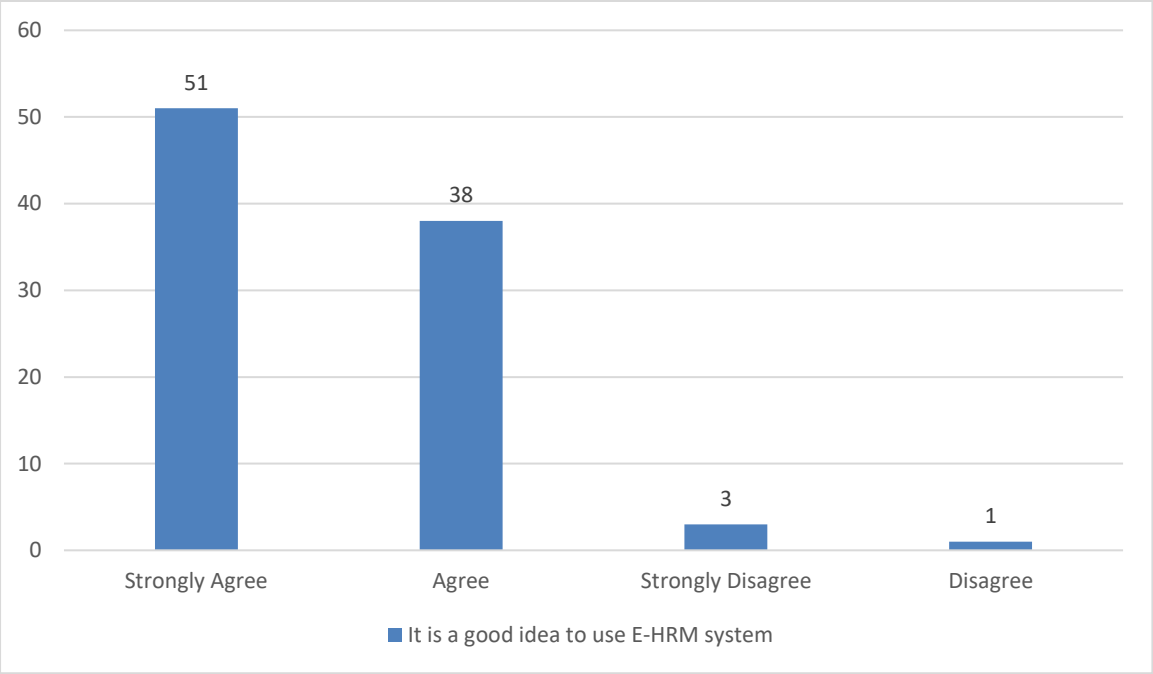


Figure 5.12 illustrates that the study prompted its participants to respond if it was a good idea to use the E-HRM system. The results indicated that 51 of the respondents strongly agreed that it was a good idea to use the E-HRM system and this constituted 54.8% of the sample size and 38 respondents agreed, and this constituted 40.9% of the sample size. Out of 93 respondents three (3) strongly disagreed, and this constituted 3.2% while 1 respondent disagreed with the query and this makes 1.1% of the sample size. The next figure is going discuss the interesting use of the E-HRM.

Figure 5.13: The use of E-HRM makes the work more interesting

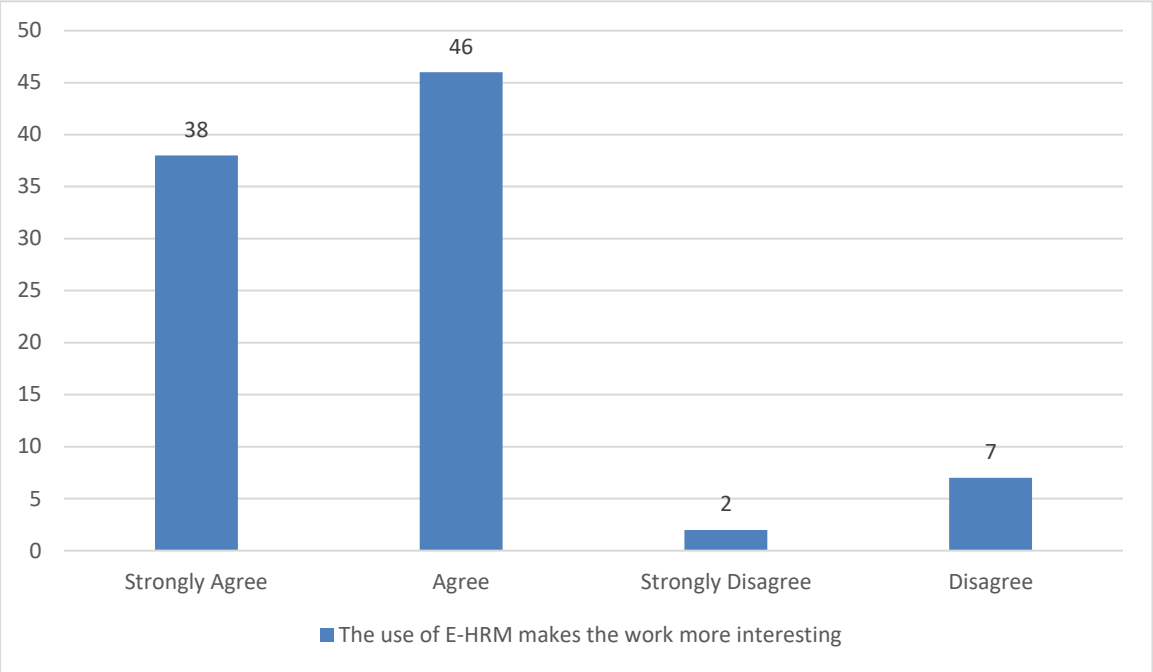


Figure 5.13 above depicts that the study enquired from its participants if the use of E-HRM makes the work more interesting. The results indicated that 38 of the respondents strongly agreed and this constituted 40.9% of the sample size and 46 of the respondents agreed, and this constituted 49.5% of the sample size. Two (2) respondents strongly disagreed, and this constituted 2.2% and the final 7 respondents disagreed with the query, this constitutes 7.5% of the sample size. The next figure is going to discuss the usefulness of E-HRM system.

Figure 5.14: E-HRM is a useful system

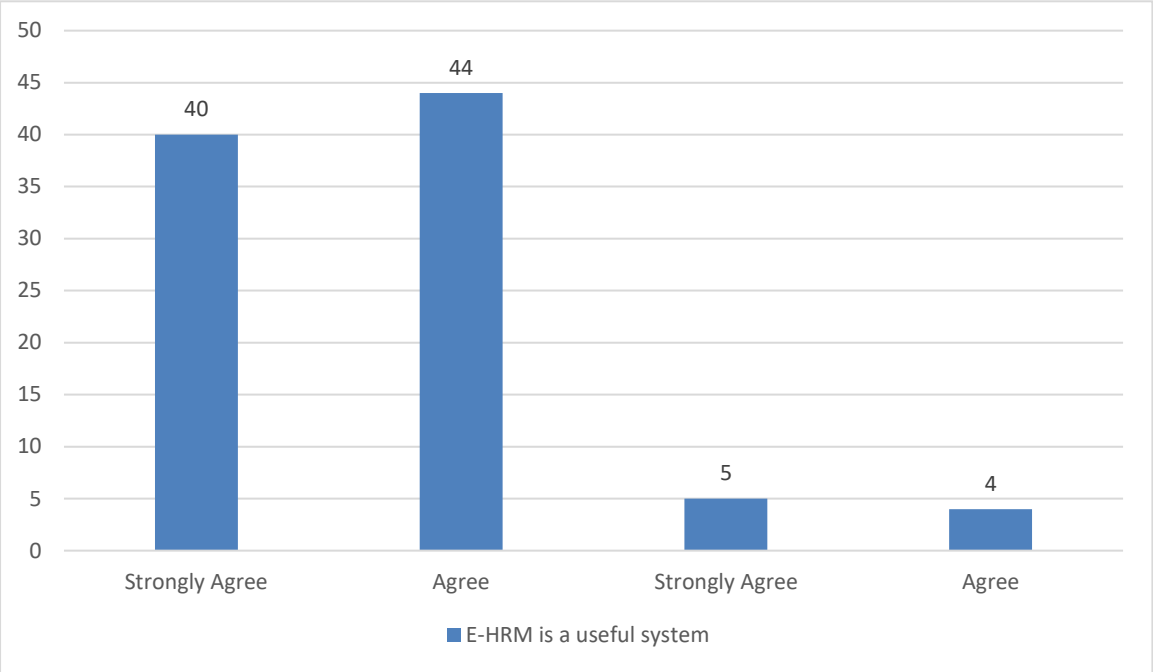


Figure 5.14 above illustrates that the study asked its participants to indicate if E-HRM was a useful system. The results indicated that 40 of the respondents strongly agreed and this constituted 43% of the sample size and 44 agreed, and this constituted 47.3% of the sample size. Five (5) respondents strongly disagreed with the query, and this constituted 5.4% while 4 disagreed, and this constituted 4.3% of the sample size. The next figure is going to discuss the officials performing HR tasks through E-HRM.

Figure 5.15: Officials help themselves to perform HR tasks through E-HRM

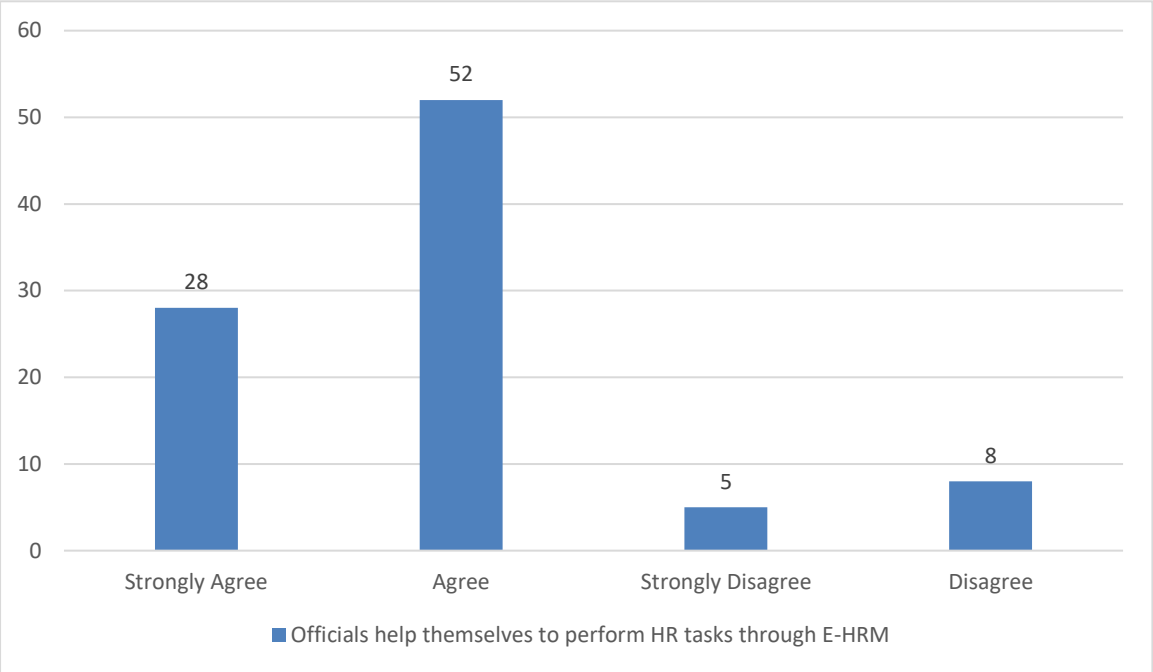


Figure 5.15 above indicates that the study sought to find out whether officials helped themselves to perform HR tasks through E-HRM. The results indicated that 28 of the respondents strongly agreed and this constituted 30% of the sample size while 52 agreed to the query, and this constituted 56% of the sample size. Out of 93 respondents, 5 strongly disagreed, and this constituted 5.4% and 8 disagreed with the query and this constituted 8.6% of the sample size. The next figure is going to discuss the interactions of the staff members.

Figure 5.16: E-HRM leads to very few interactions between HR and the official

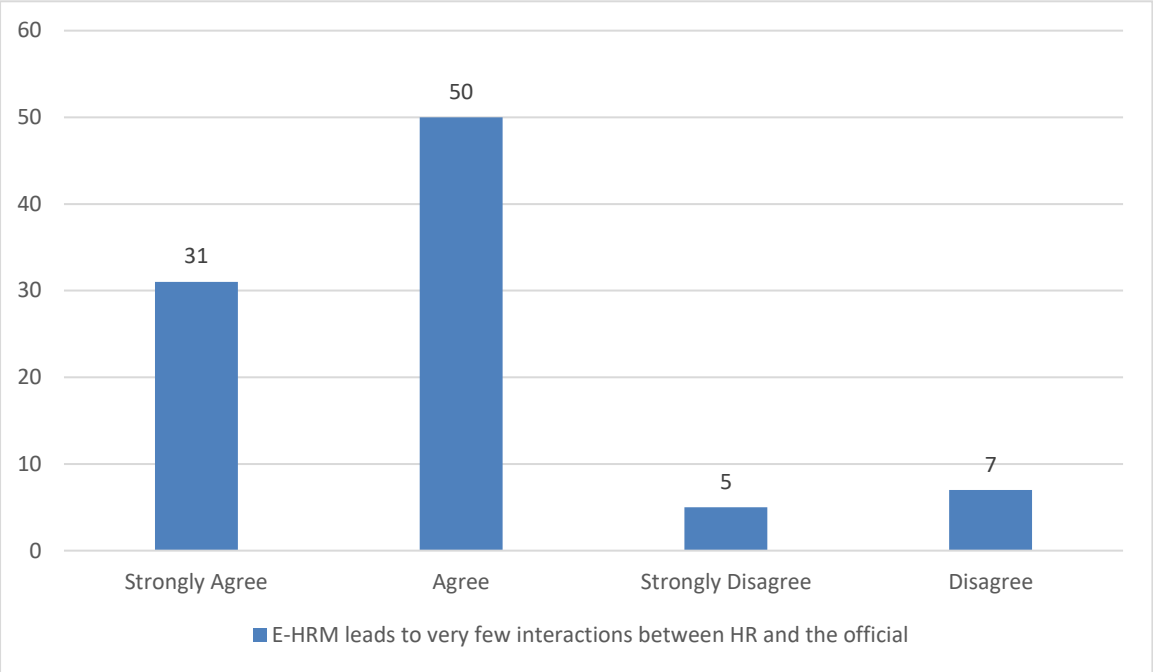


Figure 5.16 above illustrates that the study enquired if E-HRM led to very few interactions between HR and the officials. The results indicated that out of 93 respondents, 31 strongly agreed and this constituted 33.3% of the sample size. On the other side, 50 of the respondents agreed, and this constituted 53.8% of the sample size. While 5 respondents strongly disagreed, and this constituted 5.4% of the sample size 7 respondents disagreed, and this makes 7.5% of the sample size. The next figure is going to discuss the migration from manual to automated processes.

5.4.3 Objective 3: To establish the official's perceived ease of use of E-HRM within the Johannesburg Department of Employment and Labour

Figure 5.17: If it is difficult to shift from the manual to automated process

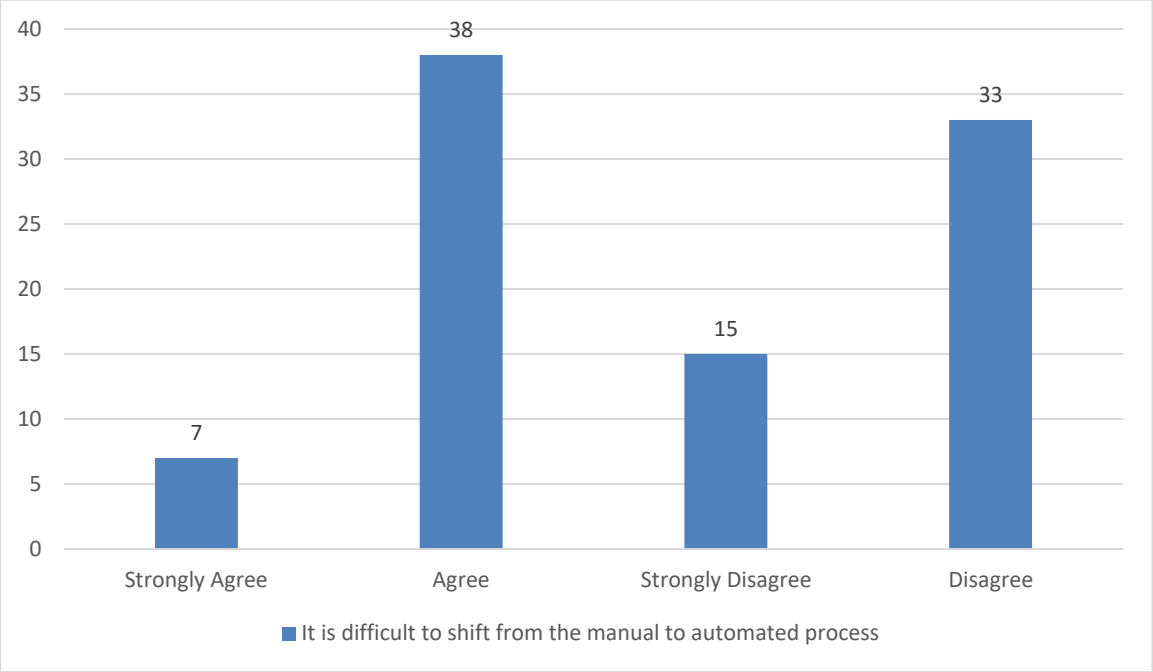


Figure 5.17 above depicts that the study prompted its respondents to respond to the query that, "it is difficult to shift from the manual to automated process". The results indicated that 7 of the respondents strongly agreed and this constituted 7.5% of the sample size while 38 agreed to the query, and this constituted 40.9% of the sample size. Out of 93 respondents, 15 strongly disagreed that it is difficult to shift from the manual to automated process, and this constituted 16.1% of the sample size and 33 disagreed, this constituted 35.5% of the sample size. The next figure is going to talk about the easiness of using E-HRM technology.

Figure 5.18: If E-HRM technology is easy to use

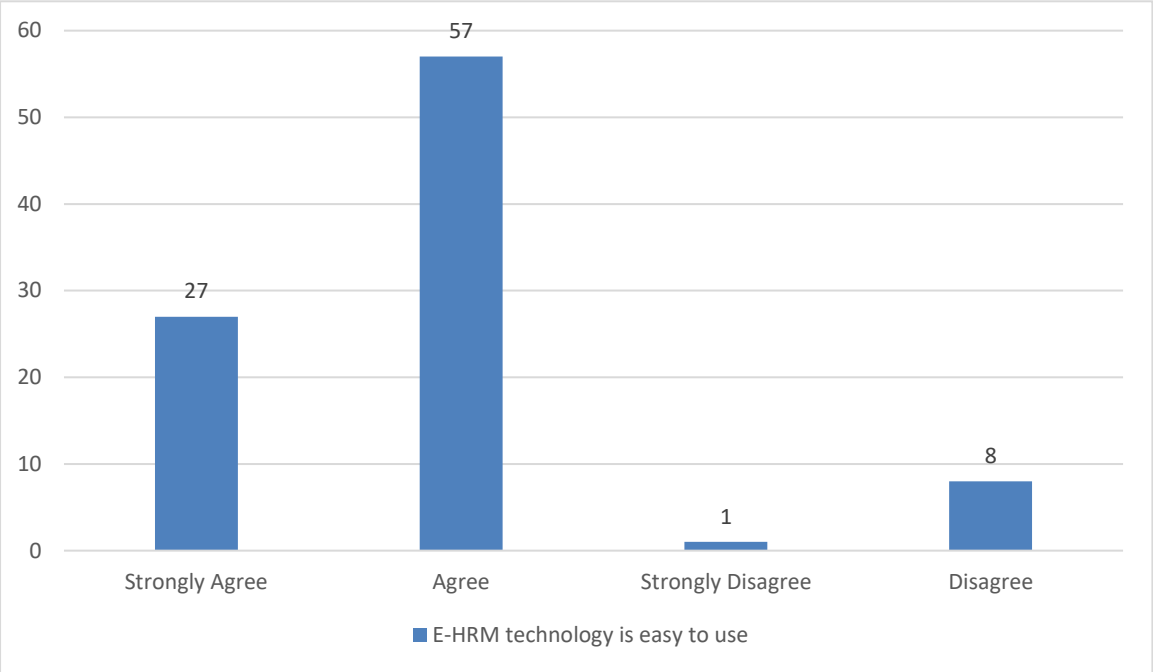


Figure 5.18 above indicates that the study prompted its respondents to respond to the query that, "E-HRM technology is easy to use". The results indicated that 27 of the respondents strongly agreed and this constituted 29% of the sample size and 57 respondents agreed, this constituted 61.3% of the sample size. Only 1 respondent strongly disagreed, and this constituted 1.1% of the sample size; while 8 respondents disagreed, and this constituted 8.6% of the sample size. The next figure is going to discuss the user support.

Figure 5.19: If user support was provided

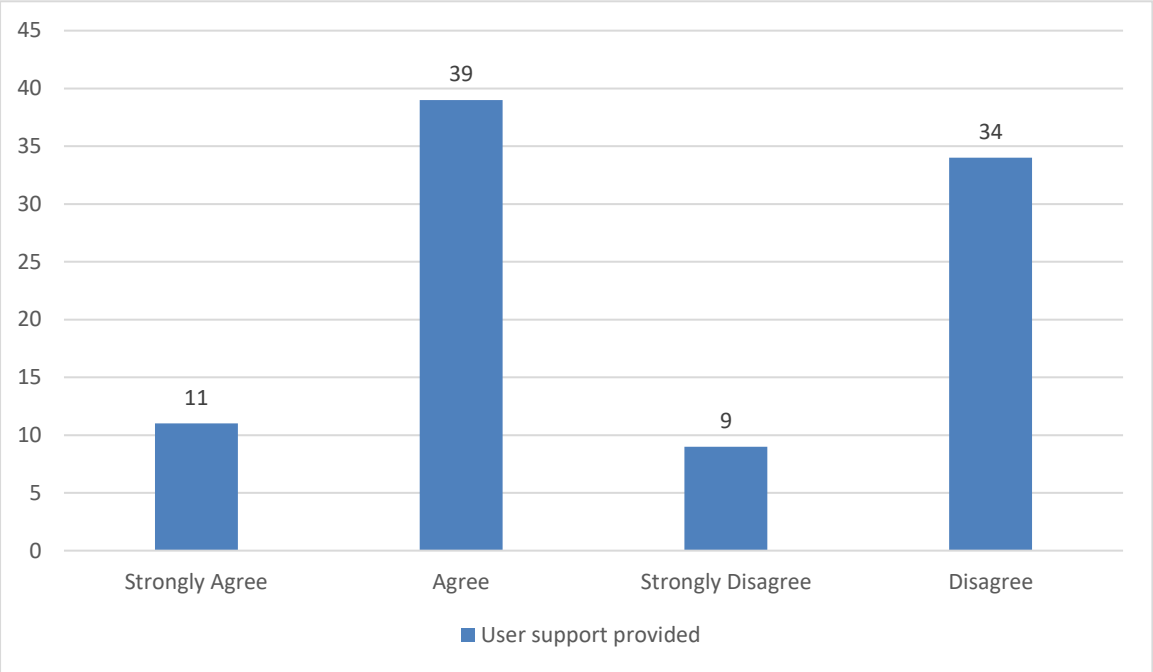


Figure 5.19 above illustrates that the study asked its participants to respond to the query that "user support was provided". The results from the questionnaires gathered by the researcher showed that 11 of the respondents strongly agreed and this constituted 11.8% of the sample size and 39 respondents agreed, and this constituted 41.9% of the sample size. Nine respondents strongly disagreed, and this constituted 9.7% of the sample size and 34 respondents disagreed, and this constituted 36.6% of the sample size. The next figure is going to discuss training.

Figure 5.20: If adequate training was provided

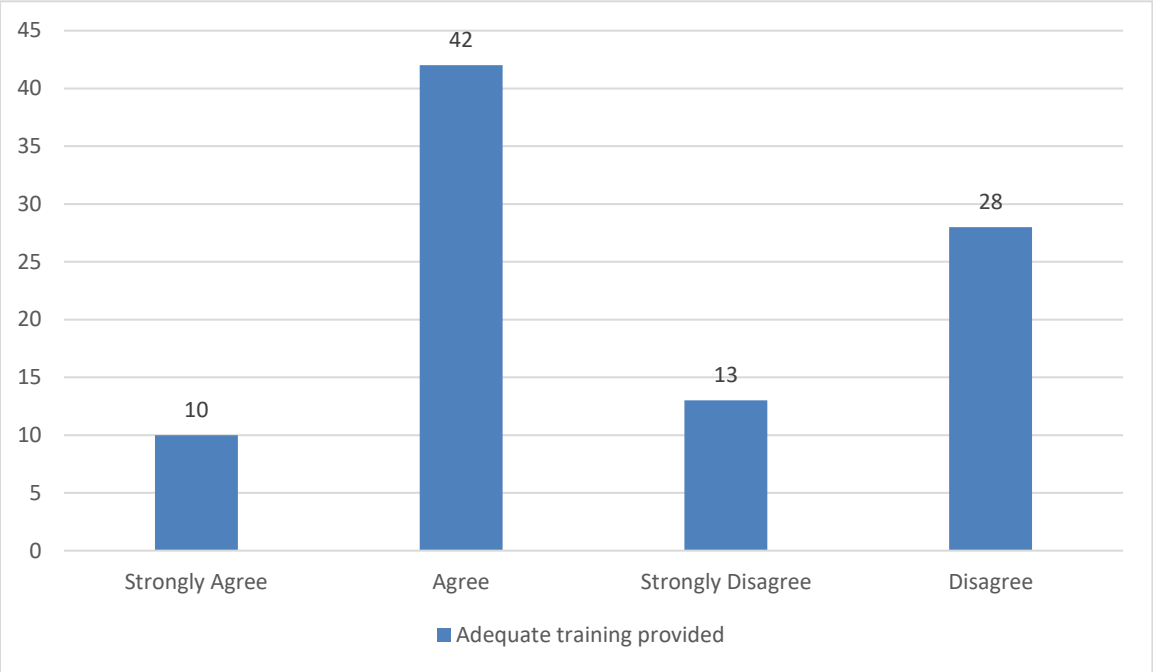


Figure 5.20 above illustrates that the study asked its participants to respond to the query that "adequate training was provided." The results from the questionnaires gathered by the researcher showed that 10 out of 93 respondents strongly agreed and this constituted 10.8% of the sample size and 42 agreed that adequate training was provided, and this constituted 45.2% of the sample size. Thirteen (13) respondents strongly disagreed with the query, and this constituted 13.9% of the sample size and 28 disagreed, and this constituted 30.1% of the sample size. The next figure is going to discuss the complications of E-HRM.

Figure 5.21: If E-HRM has lots of complications

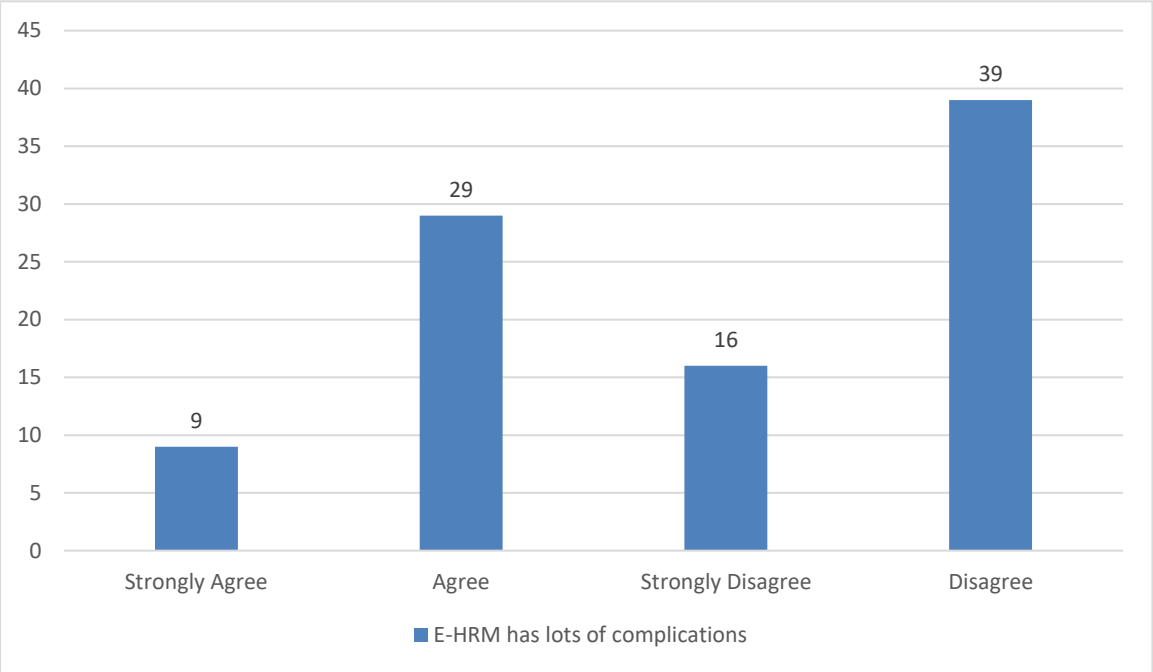


Figure 5.21 above depicts that the study prompted its respondents to respond to the query that, "E-HRM has lots of complications". The results indicated that 9 of the respondents strongly agreed and this constituted 9.7% of the sample size and 29 respondents agreed, and this constituted 31.2% of the sample size. Sixteen (16) respondents strongly disagreed with the query, and this constituted 17.2% of the sample size and 39 respondents disagreed, this constituted 41.9% of the sample size. The next figure is going to talk about the intended usage of E-HRM further.

5.4.4 Objective 4: To determine the officials' behavioural intentions to use E-HRM within the Johannesburg Department of Employment and Labour

Figure 5.22: If the respondent intends to use E-HRM further

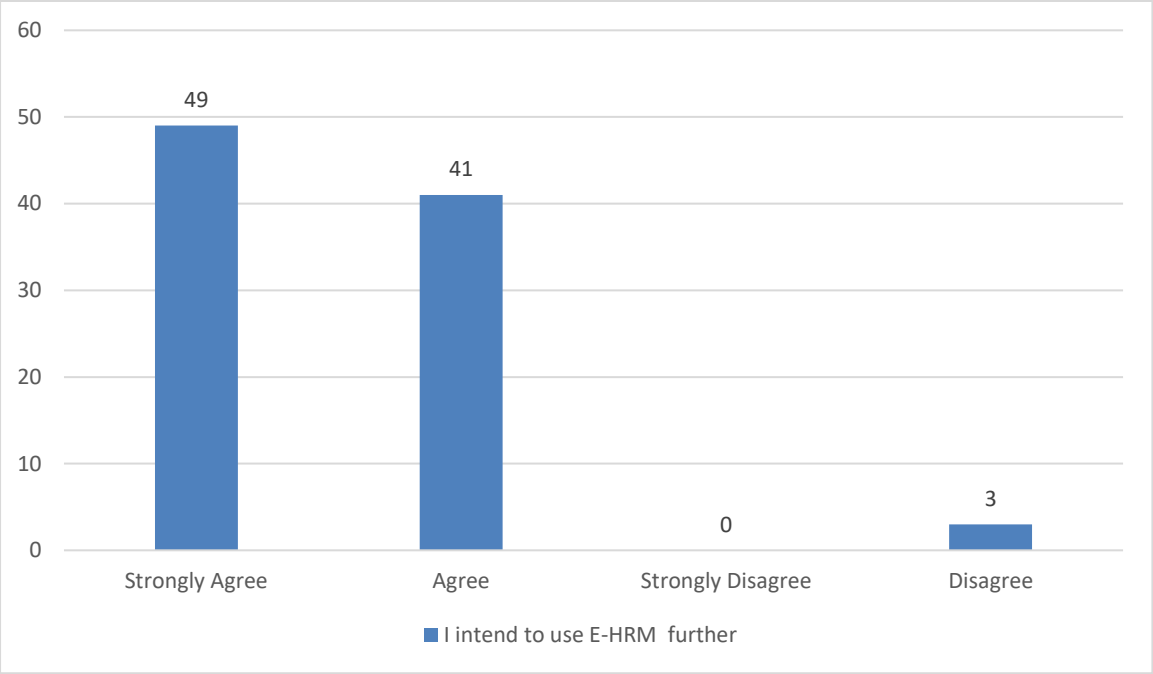


Figure 5.22 above depicts that the study prompted its respondents to respond to the query that, "I intend to use E-HRM further". The results indicated that out of 93 respondents, 49 strongly agreed that they intent to use E-HRM further and this constituted 52.7% of the sample size, in addition, 41 agreed, and this constituted 44% of the sample size. There were no respondents who strongly disagreed with the query, and 3 disagreed, which constituted 3.2% of the sample size. The next figure is going to discuss the predictions of using E-HRM in the future.

Figure 5.23: If the respondents predict to use the E-HRM technology in the future

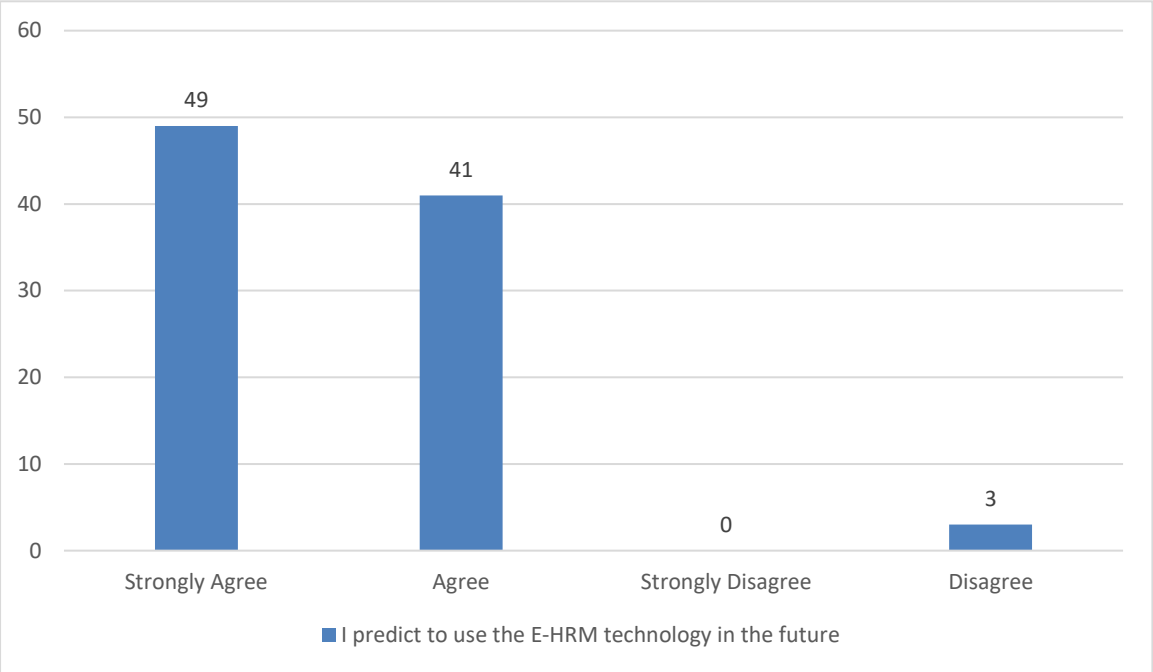


Figure 5.23 above shows that the study prompted its respondents to respond to the query that, "I predict to use the E-HRM technology in the future". The results indicated that out of 93 respondents, 49 strongly agreed and this constituted 52.7% of the sample size, in addition, 43 agreed to this query, and this constituted 46.2% of the sample size. Only 3 respondents disagreed, this constituted 3.2% of the sample size. There were no respondents for strongly agreed. The next figure is going to discuss the pleasant experience.

Figure 5.24: If using E-HRM is a pleasant experience

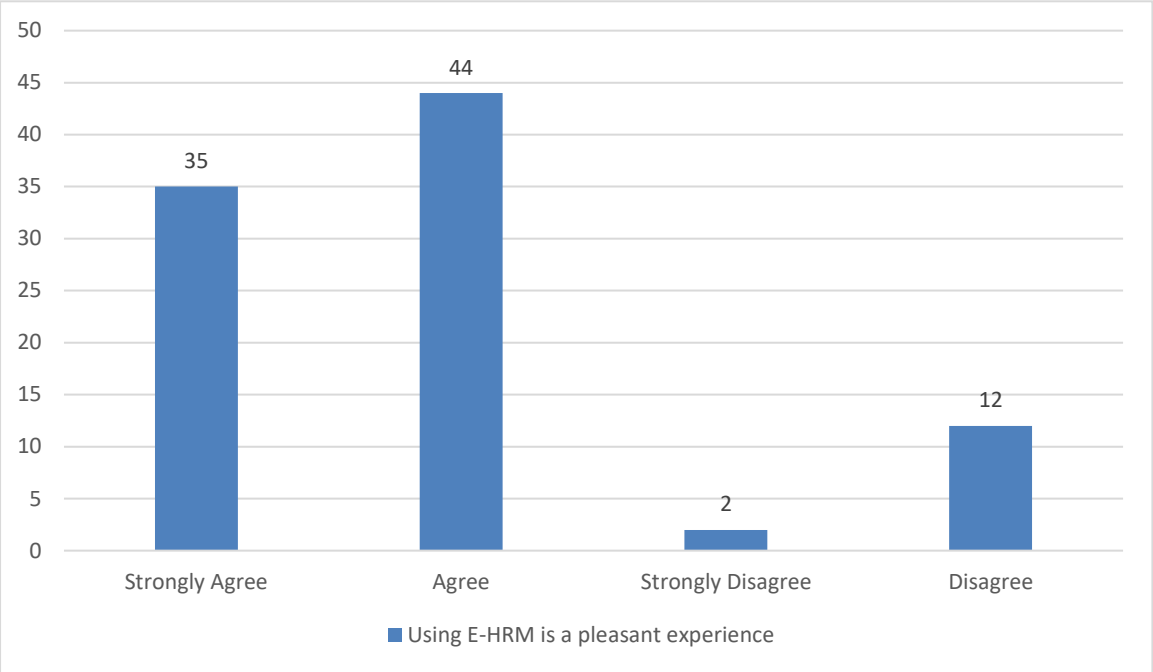


Figure 5.24 above illustrates that the study prompted its respondents to respond to the query that, "using E-HRM is a pleasant experience". The results indicated that 35 of the respondents strongly agreed that using E-HRM is a pleasant experience and this constituted 37.6% of the sample size; in addition, 44 agreed, and this constituted 47.3% of the sample size. Only 2 of the respondents strongly disagreed with this query, and this constituted 2.2% of the sample size, and 12 disagreed, which constituted 12.9% of the sample size. The next figure is going to talk about the overall usage of E-HRM.

Figure 5.25: Whether or not the respondent is pleased with his or her overall E-HRM usage

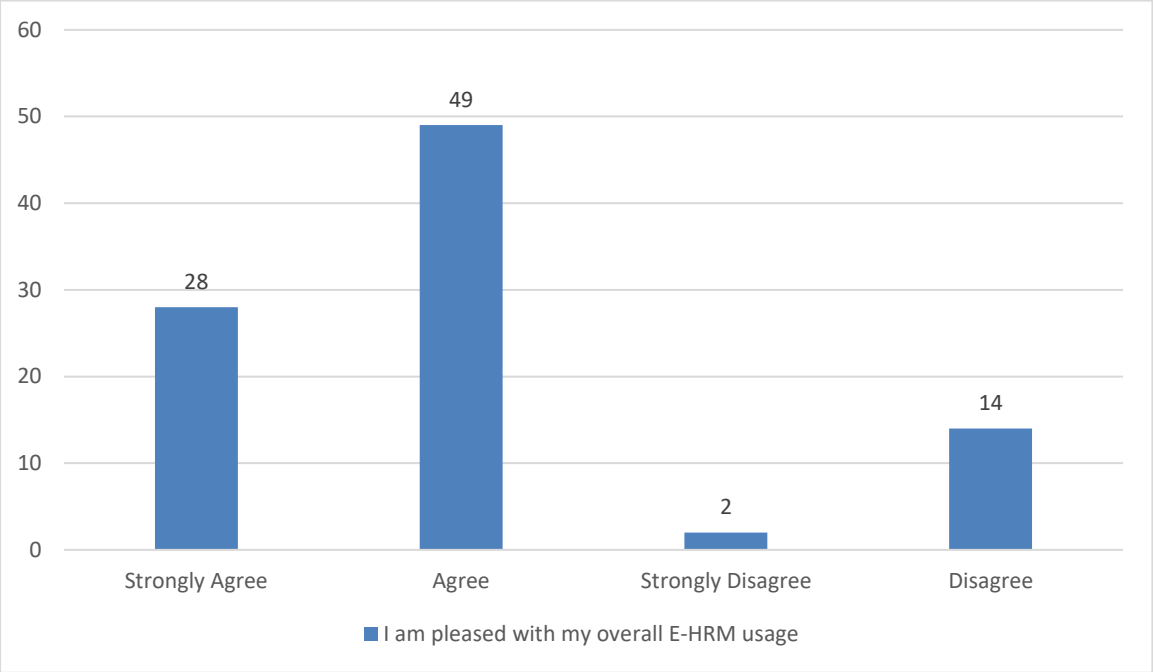


Figure 4.25 above illustrates that the study prompted its respondents to respond to the query whether "they are pleased with their overall E-HRM usage". The results indicated that 28 of the respondents strongly agreed and this constituted 30.1% of the sample size and 49 of the respondents agreed, and this constituted 52.7% of the sample size. Only 2 of the respondents strongly disagreed, and this constituted 2.2% of the sample size and 14 respondents disagreed, this constituted 15% of the sample size. The next figure is going to discuss effectiveness E-HRM.

5.4.5 Objective 5: To examine the effectiveness of E-HRM on the activities of the Johannesburg Employment and Labour Department

The final objective of the study sought to examine the effectiveness of E-HRM on the activities of the DEL in Johannesburg. Figure 4.6 below illustrates the responses of the respondents on the effectiveness of the E-HRM on the activities of the DEL in Johannesburg:

Figure 4.26: If E-HRM helps in saving time at work

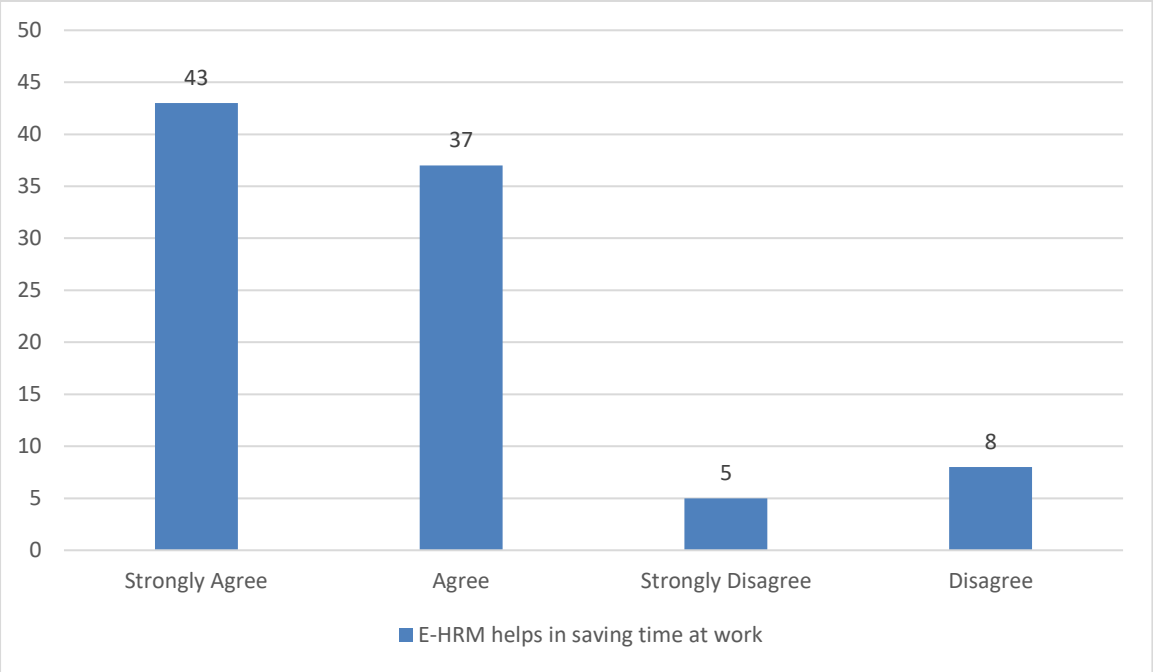


Figure 5.26 above illustrates that the study prompted its respondents to respond to the query "if E-HRM helps in saving time at work". The results indicated that out of 93 respondents, 43 strongly agreed and this constituted 46.2% of the sample size, in addition, 37 agreed that E-HRM helps in saving time at work, and this constituted 39.8% of the sample size. Only 5 of the respondents strongly disagreed, and this constituted 5.4% of the sample size and 8 respondents disagreed, this constituted 8.6% of the sample size. The next figure is going to discuss accurate information.

Figure 5.27: Whether or not E-HRM provides accurate information

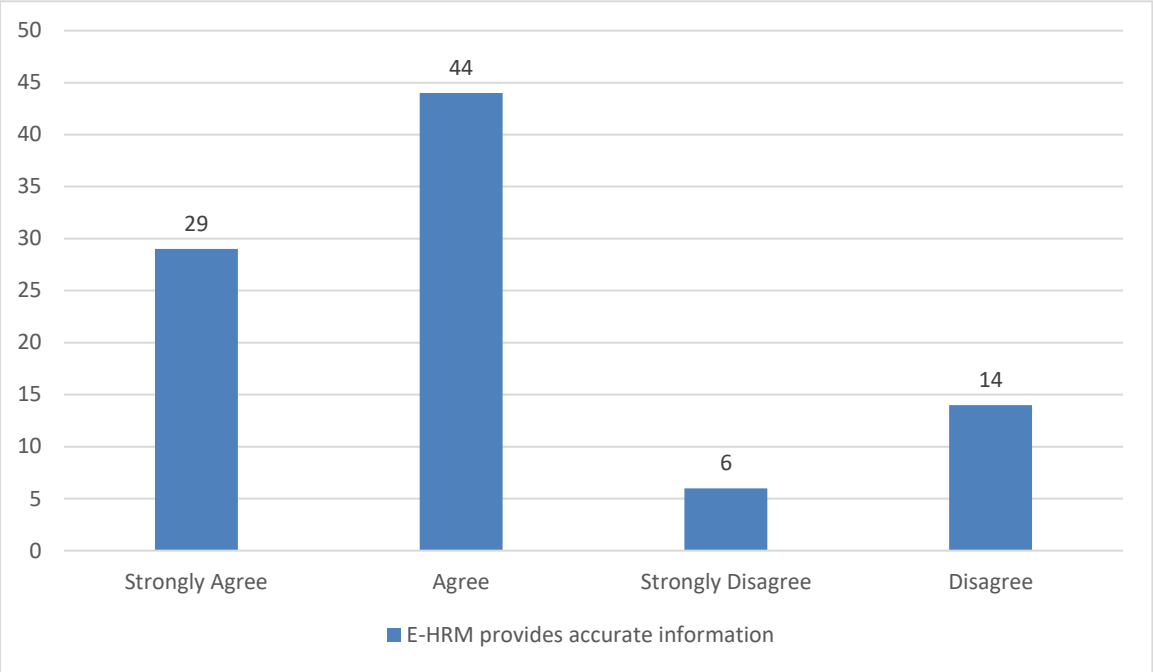


Figure 5.27 shows that the study prompted its respondents to respond to the query if "E-HRM provides accurate information". The results indicated that 29 of the respondents strongly agreed and this constituted 31.2% of the sample size while 44 respondents agreed, and this constituted 47.3% of the sample size. Out of 93 respondents, 6 strongly disagreed, and this constituted 6.5% of the sample size and 14 disagreed with the query, this constituted 15% of the sample size. The next figure is going to discuss up to date information.

Figure 5.28: If E-HRM provides up to date information

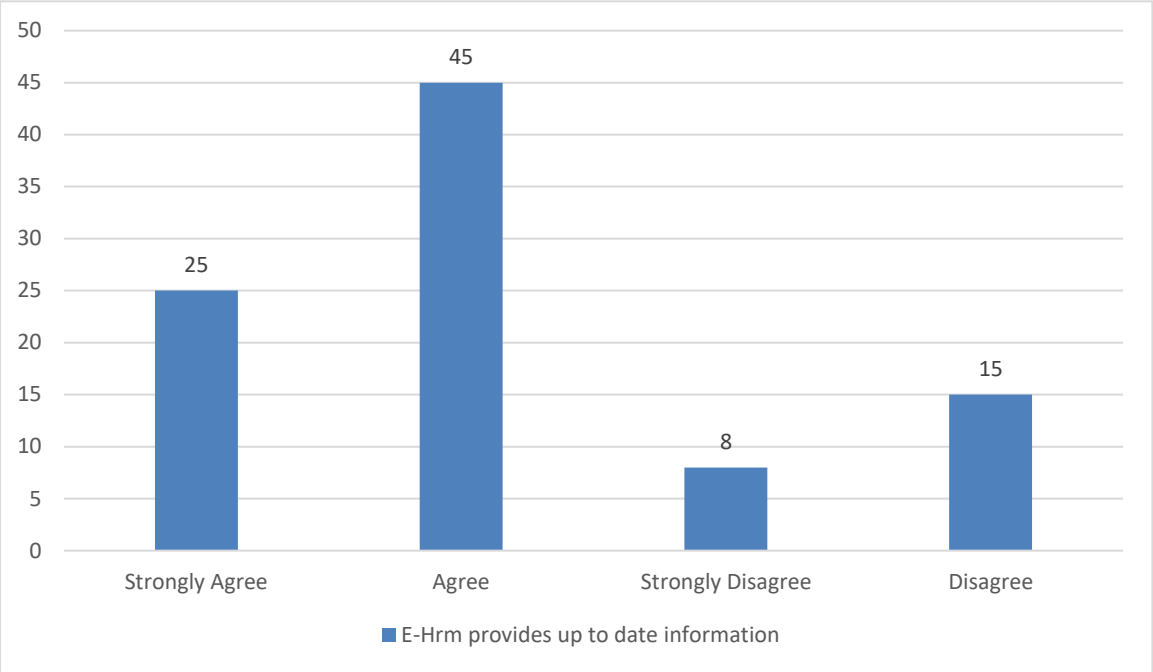


Figure 5.28 above depicts that the study prompted its respondents to respond to the query if "E-HRM provides up to date information". The results indicated that 25 of the respondents strongly agreed and this constituted 26.9% of the sample size. In addition, 45 of the respondents agreed that E-HRM provides up to date information, and this constituted 48.4% of the sample size. Out of 93 respondents, 8 strongly disagreed that E-HRM provides up to date information, and this constituted 8.6% of the sample size; and 15 disagreed, this constituted 16.1% of the sample size. The next figure is going to discuss access to a computer.

Figure 5.29: If the respondents have full access to a computer

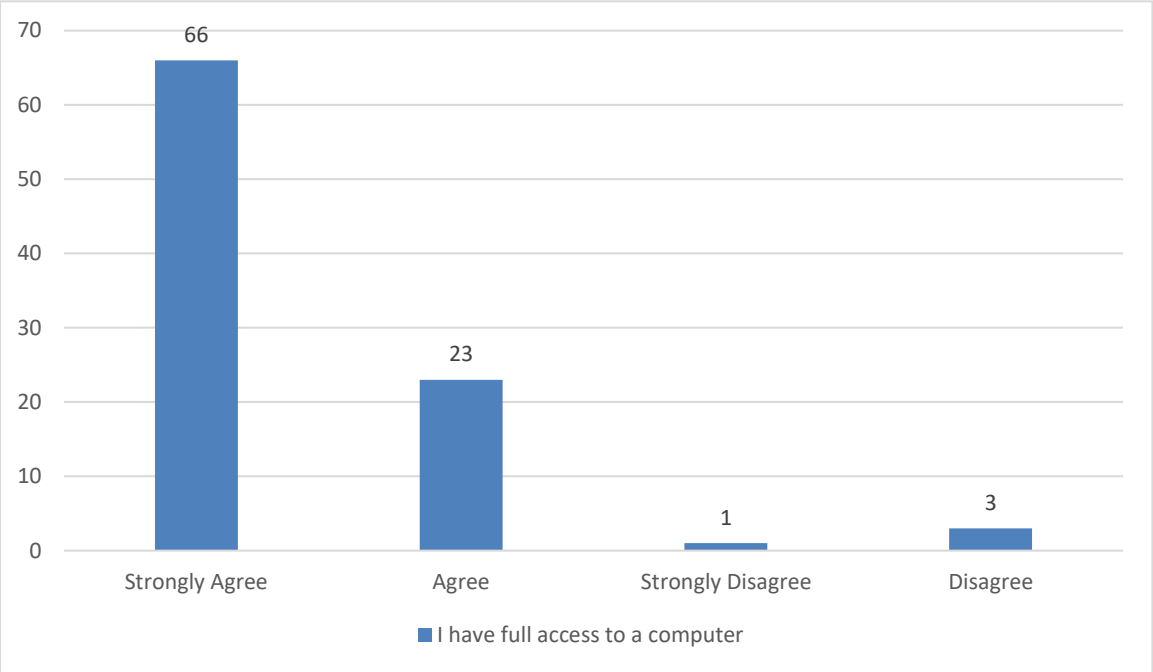


Figure 5.29 above depicts that the study prompted its respondents to respond to the query on if they have full access to a computer. The results indicated that 66 of the respondents strongly agreed and this constituted 70.9% of the sample size, in addition, 23 agreed, and this constituted 24.7% of the sample size. Only 1 respondent strongly disagreed, and this constituted 1.1% of the sample size and 3 respondents disagreed, this constituted 3.2% of the sample size. The next figure is going to discuss partial access to a computer.

Figure 5.30: If the respondents have partial access to a computer

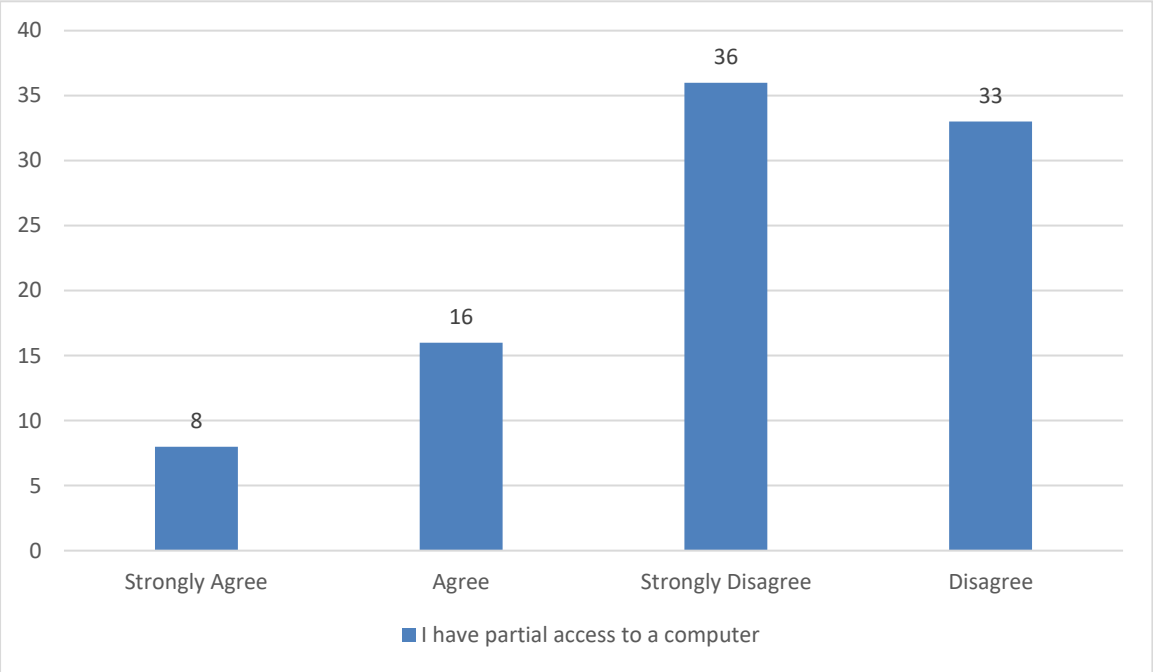


Figure 5.30 above points out that the study prompted its respondents to respond to the query if they have partial access to a computer. The results indicated that 8 of the respondents strongly agreed to the query and this constituted 8.6% of the sample size, while 16 agreed, and this constituted 17.2% of the sample size. Out of 93 respondents, 36 strongly disagreed, and this constituted 38.7% of the sample size; and 33 disagreed that they have partial access to a computer, this constituted 35.5% of the sample size. The next figure is going to discuss no access to a computer.

Figure 5.31: Whether the respondents have no access to a computer

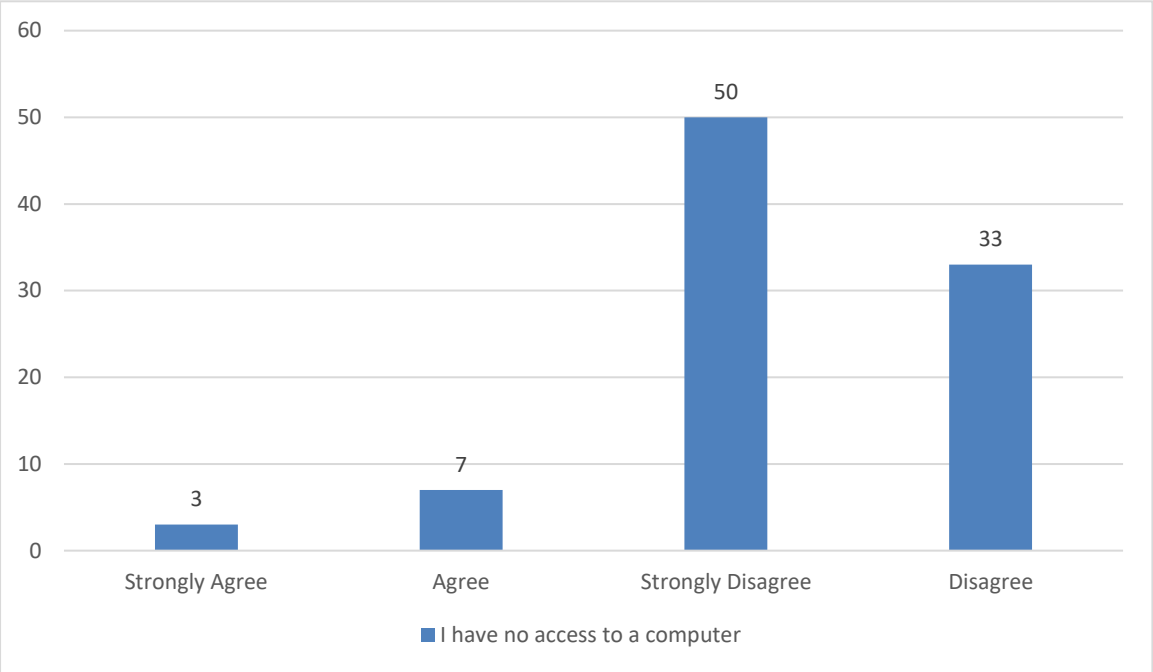


Figure 5.31 above indicates that the study prompted its respondents to respond to the query whether or not they have no access to a computer. The results indicated that 3 of the respondents strongly agreed and this constituted 3.2% of the sample size while 7 agreed that they have no access to a computer, and this constituted 7.5% of the sample size. Out of 93 respondents, 50 strongly disagreed, and this constituted 53.8% of the sample size, in addition, 33 disagreed with the query, this constituted 35.5% of the sample size. The next figure is going to discuss training.

Figure 4.32: Whether adequate user training is provided

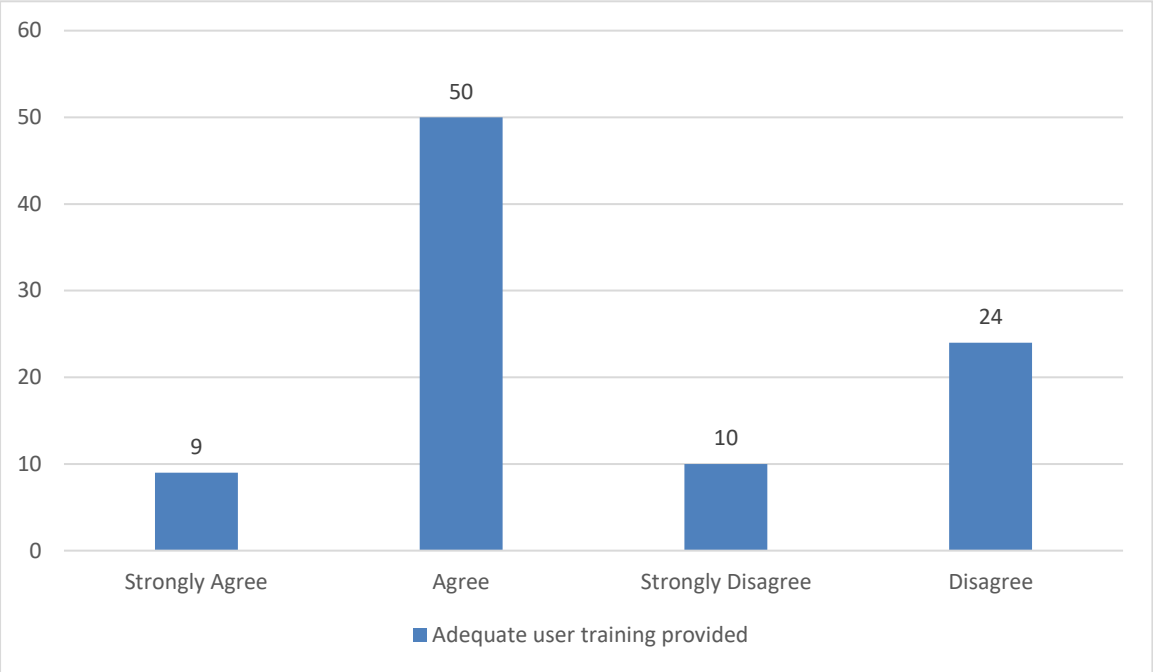


Figure 5.32 above indicates that the study prompted its respondents to respond to the query whether or not there was adequate user training that was provided. The results indicated that 9 of the respondents strongly agreed that adequate training was provided and this constituted 9.7% of the sample size and 50 agreed, and this constituted 53.8% of the sample size. Out of 93 respondents, 10 strongly disagreed that they were not provided with adequate training, and this constituted 10.8% of the sample size and 24 disagreed, this constituted 25.8% of the sample size. The next figure is going to discuss IT support.

Figure 5.33: If ongoing IT support provided to users

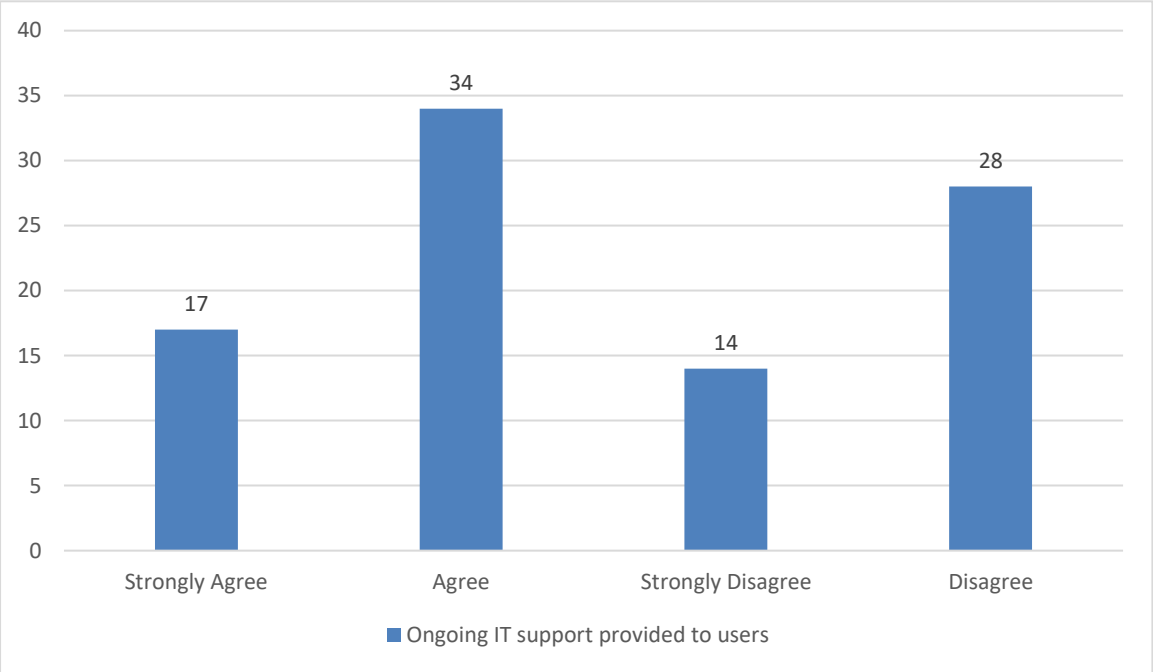


Figure 5.33 above illustrates that the research prompted its respondents to respond to the query whether or not ongoing IT support was provided to users. The results indicated that 17 of the respondents strongly agreed and this constituted 18.3% of the sample size. In addition, 34 respondents agreed that ongoing IT support is provided to the users, and this constituted 36.6% of the sample size, while14 respondents strongly disagreed, and this constituted 15% of the sample size. Only 28 respondents disagreed that ongoing IT support is provided to the users, this constituted 30.1% of the sample size. The next figure is going to discuss change management.

Figure 5.34: If change management is conducted

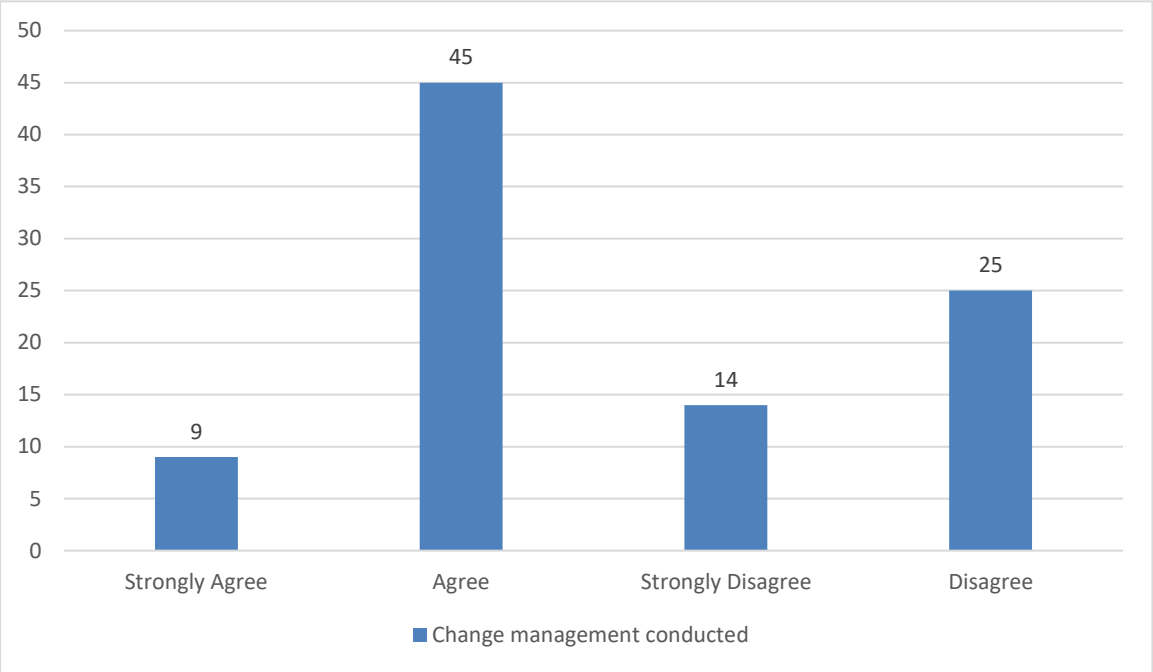


Figure 5.34 above points out that the research prompted its respondents to respond to the query whether or not change management is conducted. The results indicated that 9 of the respondents strongly agreed and this constituted 9.7% of the sample size. In addition, 45 respondents agreed that change management is conducted, and this constituted 48.4% of the sample size; 14 respondents strongly disagreed with this query, and this constituted 15% of the sample size; and 25 disagreed, this constituted 26.9% of the sample size. The next figure is going to discuss computer literacy.

Figure 4.35: The respondents' level of computer literacy

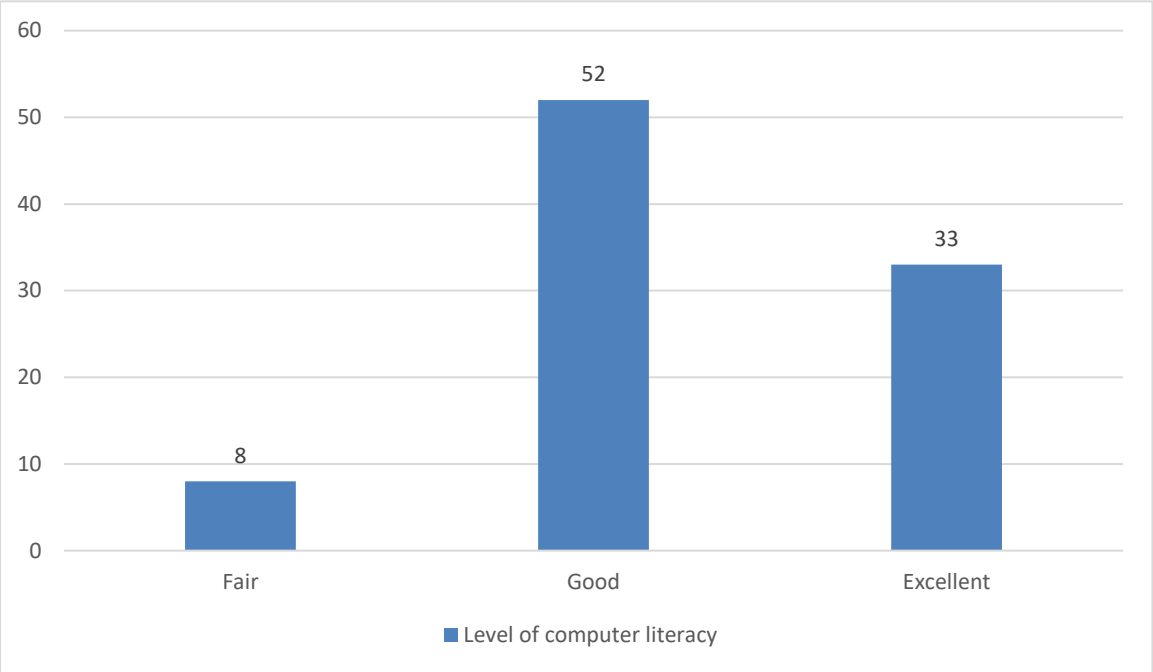


Figure 5.35 above illustrates that there were no respondents who had poor computer literacy levels from the sample size. Eight (8) participants had fair computer literacy levels from the sample size, and this constituted 8.6%. The majority of the respondents, 52 from the sample size, had good computer literacy levels, and this constituted 55.9%. Finally, 33 participants had excellent computer literacy levels from the sample size, and this constituted 35.5%.

5.5 CONCLUSION

This section presented the findings of the study. The next section analyses and discusses the findings of the study.

CHAPTER SIX
DISCUSSION OF THE RESEARCH FINDINGS

6.1 INTRODUCTION

The workplaces are migrating from doing things manually or moving away from paperwork to digital. Different government departments in South Africa are still using papers in their daily processes because some of the employees are computer illiterate. Previously within the Department of Employment and Labour the employees used to fill leave days manually instead of doing it online. This study had its objectives which sought to validate or invalidate some of its findings.

6.2 Objective 1: To identify E-HRM functions that the Department of Employment and Labour Johannesburg performs

6.2.1 E-leave

Pertaining to the query whether the DEL utilises the E-leave function most of the respondents strongly agreed (71%) and agreed 26.9% that DEL uses E-leave. Only 2% of the respondents disagreed as they still believe in the manual leave management process. Chauhan (2014) points out that leave management used to be done manually in the past. The process involved an official who would complete a leave form and submit it to a delegated person in the management of an organisation for approval. Once approved, it was then sent to the human resources (HR) section for capturing. Similarly, if officials wanted to check their leave credits, they were required to complete a form and send it to the HR department. Nowadays, the HRM carries out this process using a computerised system which allows the functions to be done remotely or digitally (Siam & Ahaderi, 2019). These secondary sources of data agree with the primary data that this research found. It indicated that the modern business environment and organisations have moved away from using manual processes to computerised systems. The theoretical framework that was used in this study is the technology acceptance theory (TAM). In application of the TAM, technological advancements bring about positive change to work and improve operational efficiency and effectiveness (Samaradiwakara & Gunawardena, 2014). The popularity of the use of E-leave in the DEL agrees with this theory because it assists in its efficient and effective business operation.

6.2.2 E-performance management

On the query whether the DEL utilises the E-performance Management function most of the respondents strongly agreed (59.1%) and agreed 35.5% that the DEL uses performance management. 3.2 % of the respondents strongly disagreed and 2.2% of the respondents disagreed as they probably prefer the old paper-based system. E-performance management is an automated system that is used by organisations to measure their employees' performance (Njeje, Chepkilot & Ochiery, 2018). Chauhan (2014) points out that performance management used to be done manually and there was a lot of paperwork involved. This involved the completion of performance agreements, personal development plans, quarterly performance assessments, and half-yearly performance assessments to annual assessments. The whole process was very long and cumbersome to complete. This finding agrees and adds weight to the use of performance management by the DEL. The popularity of the use of performance management in the DEL emanates from the fact that it increases the efficiency and consistency of the whole performance management. The business can minimise the costs by modifying performance improvement processes into web-based real-time solutions. It also decreases the time and effort required to monitor the performance of the employees.

6.2.3 E-learning/training

On the query whether the DEL utilises the E-training or learning function, most of the respondents in this study agreed (37.6%) and (17.2%) strongly agreed that the DEL uses the E-training or learning function. However, the percentage of respondents that disagreed (33.3%) and strongly disagreed (11.8) was similarly high. This indicated that there was a balance in the use of this system in the DEL. However, this finding partially confirms that the E-training or learning function has become popularly used in many global organisations in the modern age. E-learning is a concept that encompasses a broad variety of technologies and procedures, including web-based learning, computer-based learning, virtual classroom, and interactive collaboration. Learning and training can be conducted through the internet or using multimedia such as skype or video conferencing. This type of training can reduce direct costs (instructors, printed materials and also training facilities), indirect costs (travel and subsistence, and downtime for the employees) and also save the organisation time (Uma et al., 2020).

6.2.4 E-recruitment

On the query whether the DEL utilises the E-recruitment function, most of the respondents agreed (43%) and (18.3%) strongly agreed, (23.7%) disagreed and (15%) strongly disagreed that the DEL uses E-recruitment in its Electronic Human Resources Management (E-HRM) systems. This agrees with the secondary data that this E-HRM function is popularly used due to its effectiveness and sustainability. Anand and Chitra (2016) pointed out that the E-recruitment process involves the evaluation of job demands, attracting the right candidates, interviewing applicants, employing, and welcoming the organisation's new employees. It is one of the most important and popularly used human resource functions for the organisation to be effective and sustainable.

6.2.5 E-compensation

E-compensation relates to the use of information communication technology (ICT) in the design of workforce compensation and benefit packages that ensure equal distribution of wages, monitoring of employee benefit package records and critical compensation information (Uma, Yammama & Shaibu, 2020). The E-compensation system uses an employee self-service platform that allows workers to electronically review their personal records, choose their incentive options and benefits. This reduces the time for HR employees to process data, paper use and workload. It also increases decision validity and improves efficiency (Rondeau, 2018). This has made this system to be widely used across organisations on a global basis. On the query whether the DEL utilises the E-compensation function, 17.2% strongly agreed, while 49.5%, 10.7% strongly disagreed with the query and 22.6% disagreed. Most of the participants (49.5%) agreed that the DEL uses E-compensation management. This correlates with the literature review that this system is widely used across organisations on a global basis. Based on the theoretical framework of TAM it follows that it is a system that reduces the time for HR employees to process data, paper use and workload and increases decision validity and improves efficiency.

6.2.5 E-employee profile

The E-employee profile web application offers a single point of access to contact information for workers and provides a comprehensive solution for employee databases; it simplifies HR management and team building by offering expertise, organisational charts, and photographs for employees (Bhatt, 2015). The E-employee profile system is web-based and allows employees to access their personal information. It is also a database of employee information

such as past work experience, competencies, awards honoured, sensitive job information, service details, employee locator and, as well as certificates awarded (Bhatt, 2015). Therefore, many organisations across the globe use this modern system because of its efficiency and effectiveness. On the query whether the DEL utilises the E-employee profile function, 26.9 % strongly agreed that the DEL utilises the E-employee profile function. This was followed by 39.8% of respondents who agreed to the DEL using this function. 10.8% strongly disagreed and 22.6 disagreed with the finding. Therefore, this finding correlates with the fact that many organisations across the globe use this modern system because of its efficiency and effectiveness. In addition, this finding agrees with the theoretical framework of this study that technological advancements bring about positive change to work and improve operational efficiency and effectiveness.

6.3 Objective 2: To explore the perceived usefulness of E-HRM by Johannesburg officials working at the Department of Employment and Labour

6.3.1 It is a good idea to use E-HRM system

The secondary data pointed out that E-HRM is perceived to bring effectiveness to the organisation. E-HRM provides a possible means of enhancing customer services, improving quality and cost-effectiveness, and allowing the HR department within the organisation to become a strategic partner that leads to achieving organisational goals (Al-kasasbeh, Halim & Omar, 2016). That means if E-HRM achieves the planned goals, then it can be associated with effectiveness. In the past, HR functions like recruitment, performance management, training and development and employee compensation, were only performed by the HR staff manually but now even line managers in many organisations are seen performing these tasks. Most of the respondents (54.8%) strongly agreed and 40.9% agreed that it was a good idea to use the E-HRM system in the DEL. 3.2% of the respondents strongly disagreed and 1.1% disagreed. This finding agrees with the literature review that pointed out that the popularity in the use of the E-HRM functions is perceived to bring effectiveness in organisations.

6.3.2 The use of E-HRM makes the work more interesting

The degree to which the user of a system believes that the system performs satisfactorily for its intended use is described as satisfaction. If a product or service meets a customer's expectations, prior usage and satisfaction are likely to have a favourable effect on the customer buying intent. The higher the satisfaction of the employees with E-HRM, the more favourable the employees would be towards E-HRM and the lower the satisfaction of employees with E-

HRM, the less favourable they will be toward it (Yulsiza, Yong & Ramaya, 2018). On the query "the use of E-HRM makes the work more interesting", 40.9% of the respondents strongly agreed, followed by those who agreed (49.5 %). 2.1% of the respondents strongly disagreed, followed by 7.5% who disagreed. This finding agreed with the secondary data that the higher the satisfaction of the employees with E-HRM, the more favourable the employees would be towards E-HRM. Therefore, the use of E-HRM makes the work more interesting. In terms of the theoretical framework of this study, aspects of perceived enjoyment apply to this finding. Perceived enjoyment is the degree to which, aside from any success, the task of using a particular system is perceived to be enjoyable. If a person can have fun when adopting new technology, their attitude toward adoption would be positive. When compared to a similar activity that is not enjoyable, a person will be more likely to do or repeat an enjoyable activity (Durodolu, 2016). This implies that the participants from the Johannesburg DEL enjoy the use of the E-HRM functions, and it makes the work interesting.

6.3.3 E-HRM is a useful system

The E-HRM is perceived to bring effectiveness to an organisation. It provides a possible means of enhancing customer services, improves quality and cost-effectiveness, and allows the HR department within the organisation to become a strategic partner that leads to achieving organisational goals (Al-kasasbeh et al., 2016). On the E-HRM as a useful system, most of the respondents from the DEL strongly agreed (43%) that the system was useful. This was followed by the respondents who strongly agreed (47.3%), 5.4% of the respondents strongly disagreed, followed by 4.3% who disagreed. This finding correlates with the secondary data that E-HRM is perceived to bring about effectiveness in an organisation. In addition, this agrees with the theoretical framework of this study based on perceived usefulness. Perceived usefulness refers to the individual evaluation by consumers of whether the use of the new technology would be effective for personal and company's well-being (Yulsiza et al., 2018). One of the key motivators of the adoption of technology is perceived to be usefulness and that it can also impact future decisions on continued usage. Therefore, the respondents from DEL perceived the E-HRM functions to be useful as they bring about operational effectiveness.

6.3.4 Officials help themselves to perform HR tasks through E-HRM

The E-HRM provides a possible means of enhancing customer services, improving quality and cost-effectiveness, and allowing HR department within the organisation to become a strategic partner that leads to achieving organisational goals (Al-kasasbeh et al., 2016). If E-HRM

achieves the planned goals it is associated with effectiveness. Most of the respondents (56 %) agreed, followed by those that strongly agreed (30%) that the E-HRM helps officials to perform HR tasks. This finding agrees with the literature review that the use of the E-HRM brings about effectiveness in an organisation. This shows that the participants at DEL are helped to perform their tasks because of E-HRM. In addition, this finding agrees with the theoretical framework of the study that indicates that technological advancements improve the operational efficiency and effectiveness of the organisation.

6.3.5 E-HRM leads to very few interactions between HR and the official

Before the adoption of the E-HRM systems, functions like recruitment, performance management, training and development and employee compensation were only performed by the HR staff (Siam & Ahaderi, 2019). However, the introduction of E-HRM enabled internal stakeholders like line managers in many organisations to be able to perform these tasks. The target group for E-HRM is not only for the HR staff but also for people outside the HR department, like the general employees and management (Siam & Ahaderi, 2019). The ability of managers and the employees to perform HR duties relieves the HR department of these responsibilities, allowing them to concentrate more on strategic issues that can help the organisation to gain a competitive advantage over others. On the query "E-HRM leads to very few interactions between HR and the official" most of the respondents (33.3 %) strongly agreed that E-HRM led to very few interactions between HR and the officials. This was followed by 53.3% who agreed. 5.4% of respondents strongly disagreed followed by 7.5% who disagreed. This finding agrees with the secondary data because the use of E-HRM in the DEL results in so many internal stakeholders being able to perform some functions that they ordinarily would not have been able to perform. This minimises interactions between HR and the officials in the DEL. That means the use of E-HRM promotes the operational efficiency and effectiveness of the DEL. The reduction in the functions performed by the HR department allows them to concentrate on more strategic issues that can help the organisation to gain a competitive advantage over others.

6.4 Objective 3: To establish the official's perceived ease of use of E-HRM within the Johannesburg Department of Employment and Labour

6.4.1 It is difficult to shift from the manual to automated process

The shift from manual to automated processes is difficult to carry out in an organisation when it is not carried out strategically (Al-Harazneh & Sila, 2021). The process of shifting must incorporate the internal stakeholders of an organisation and get their feedback about the plan to automate. This would ensure that everyone is on board from the start. There must be guidelines to educate internal stakeholders about the new systems that will be implemented in an organisation. Most of the respondents (40.9%) agreed that it is difficult to shift from the manual to automated process, followed by 7.5% who strongly agreed. However, this result did not show a wide margin from the respondents that disagreed (35.5%). Considering that the third-placed respondents (16.1%) strongly disagreed and 7.5% of respondents strongly agreed, it shows that the respondents from DEL were split in almost half on how they perceive the shift from manual to automated processes. This may indicate that the shift from manual to automated processes by DEL may have been moderately carried out.

6.4.2 E-HRM technology is easy to use

The ease of use and usefulness of E-HRM is linked with the attitude toward using technology (Yulsiza et al., 2018). Perceived usefulness leads to the acceptance of E-HRM technology by organisations. If employees think that the E-HRM would reduce costs, time, and ensure quick execution of tasks, they will embrace E-HRM. Most of the respondents from DEL agreed (61.3%) that E-HRM technology is easy to use. This was followed by respondents who strongly agreed (29%) to this query. 1.1% of the respondents strongly disagreed, followed by 8.6% who disagreed. This indicates that the employees from the DEL believe that the E-HRM would reduce costs, time, and ensure quick execution of tasks, and therefore have embraced the E-HRM. The employees from the DEL believe that E-HRM would be easy to deal with and have adopted it.

6.4.3 User support provided

User support is very critical towards the success of the system, and it also influences the attitude towards E-HRM. User support refers to the technical support or help that is given to system users when operating it (Eneizan, Mostafa & Alabboodi, 2018). Technical support is thought to be the most important factor in getting an individual to embrace or implement new technology or system with a high degree of satisfaction. User support promotes the success rate

in the implementation of new technologies in an organisation. Most of the respondents agreed (41.9%), followed by 11.8% who agreed that "user support was provided" at the DEL. However, there was a close margin to those respondents who strongly disagreed (9.7%) and disagreed (36.6%). To get a better understanding of the findings, there was a need to consider the respondents who strongly agreed (11.8%) and strongly disagreed (9.7%). These findings indicated that the respondents were almost split in half on this query. Based on the secondary data, it can be argued that there was not enough user support provided to all the employees working at DEL. Computer anxiety is the degree of anxiety, or even fear, that a person has when he or she faces the prospect of using a new system. A person with computer anxiety may experience fear of the unknown, frustration, potential embarrassment, failure and disappointment, resulting in a reluctance to use computers. (Achiem and Kassim, 2015). Therefore, it follows that about half of the employees of the DEL were faced with computer anxiety issues because adequate user support was not provided.

6.4.4 Adequate training provided

The user's perception of the technology implementation is influenced by training. To attain high success rates, employees must be well trained. Employee training has a strong beneficial influence on perceived ease of usage. Most of the respondents agreed (45.2%) that "adequate training was provided". This was followed by those who disagreed (30.1%), strongly disagreed (13.9%) and strongly agreed (10.8%). These findings indicated that there is a split outcome from the employees working at DEL. These findings also indicated that adequate training is not sufficient at DEL to cater for some of the employees. If people have fun when adopting new technology, their attitude towards adoption would be positive. When compared to a similar but less pleasurable activity, a person is more inclined to do or repeat a pleasurable activity. Therefore, it can be pointed out that about half of the respondents working at DEL find E-HRM to be less pleasurable because inadequate training was provided.

6.4.5 E-HRM has lots of complications

A positive relationship exists between the clarification of the objectives of E-HRM and the attitude towards it. The aims for the implementation of that information technology system should be conveyed to employees inside an organisation in order for them to accept E-HRM and if this is not done, it may lead to the unintended use of the system. The goals of E-HRM would determine the attitude of the employees towards it (Yulsiza et al., 2018). Most of the respondents working at the DEL disagreed (41.9%) with the query that, E-HRM has lots of

complications. This was followed by those that agreed (31.2%). To have a clear understanding of the results, it was necessary to indicate that 17.2% of the respondents strongly disagreed and 9.7% strongly agreed. These findings indicated that the gap between employees that found the E-HRM processes not to have many complications was not wide as compared to those that found it to have many complications. According to the TAM theoretical framework, perceived enjoyment or computer anxiety applied to these respondents. The respondents who found the E-HRM processes not to be complicated would most likely have high levels of perceived enjoyment. However, the respondents who found the E-HRM processes to be complicated would most likely have high levels of computer anxiety.

6.5 Objective 4: To determine the officials' behavioural intentions to use E-HRM within the Johannesburg Department of Employment and Labour

6.5.1 Intend to use E-HRM further

If a product or service meets a customer's expectations, prior usage and satisfaction are likely to have a favourable effect on the customer buying intent. The degree to which the user of the system believes the system performs satisfactorily for its intended use is described as satisfaction. The higher the satisfaction of the employees with E-HRM, the more favourable the employees would be towards E-HRM and the lower the satisfaction of employees with E-HRM, the less favourable they will be toward it (Yulsiza et al., 2018). Most of the respondents (52.7%) strongly agreed and this was followed by the ones who agreed (44%) to the query that, they intend to use E-HRM further. Only 3.2% of the respondents disagreed with the findings. These findings reflected that the employees working at the DEL were satisfied with the use of the E-HRM systems and processes. Social influence is one of the determinants of the utilisation of E-HRM, therefore employees would be keen to use the system if they see the colleagues that they look up to using it.

6.5.2 Predict to use the E-HRM technology in the future

Most of the respondents working at the DEL strongly agreed (52.7%), this was followed by those that agreed (46.2%) to the query that, I predict to use the E-HRM technology in the future. Only 3.2% of respondents disagreed with the query. In application of the TAM theoretical framework, if employees perceive technology as useful and easy to use they are more likely to use and accept that IT (Durodolu, 2016). The findings indicate that the respondents at the DEL perceive E-HRM to be easy to use and also useful and therefore, the respondents would use them in the future.

6.5.3 Using E-HRM is a pleasant experience

Most of the respondents agreed (47.3%), and this was followed by those who strongly agreed (37.6%) that using E-HRM was a pleasant experience. Only 2.25% of the respondents strongly disagreed with the query while 12.9% disagreed. The findings indicated that the employees at the DEL were satisfied with the E-HRM systems and processes. User satisfaction is a subjective assessment of an information technology's many uses of experience based on a pleasant or unpleasant continuation. High levels of satisfaction are associated with positive behavioural intentions, whereas low levels of satisfaction are associated with negative behavioural intentions. These findings indicated that most of the employees working at the DEL have a pleasant experience with the use of the E-HRM systems and processes. Those that do not find using E-HRM to be a pleasant experience could as a result of their level of computer literacy as well as age.

6.5.4 I am pleased with my overall E-HRM usage

Most of the respondents agreed (52.7%), followed by those that strongly agreed (30.1%) that they were pleased with their overall E-HRM usage. 2.2% of the respondents disagreed with the query followed by 15% who disagreed. The findings indicate that the employees working at the DEL were satisfied with the E-HRM systems and processes and were pleased with their overall E-HRM usage.

6.6 Objective 5: To examine the effectiveness of E-HRM on the activities of the Johannesburg Employment and Labour Department

6.6.1 E-HRM helps in saving time at work

Administrative functions in E-HRM are automated, resulting in reduced paperwork and the opportunity to share and consolidate data. This means that all these processes can be accomplished in a single system. The E-HRM processes and systems boost efficiency because they ensure that there is faster processing of tasks that results in a more productive work environment (Shah et al., 2020). In addition, there is a decrease in mistakes and failures. Most of the respondents working at the DEL strongly agreed (46.2%), and this was followed by those that agreed (39.8%), to the query that E-HRM helped in saving time at work. 5.4% of the respondents strongly disagreed with the query followed by 8.6%. The findings of this study agreed with the secondary data because the use of E-HRM incorporated the administrative aspects of an organisation into a single system. Thereby, this reduces the time taken to accomplish the tasks. In application of the TAM theoretical framework, perceived usefulness

based on output quality was relevant to this finding. The extent to which a person believes the system accomplishes his or her task or duties is referred to as output quality. The respondents working at the DEL indicated that the output quality of the E-HRM helped in saving time at work.

6.6.2 E-HRM provides accurate information

E-HRM allows an organisation to keep track of all its employees and their records. It is normally done in a database, or more generally, a collection of databases that are connected. The integrated HR framework enables rapid exchange of accurate information that results in quicker decision-making (Shah et al., 2020). Most of the respondents from the DEL agreed (47.3%), followed by the ones that strongly agreed (31.2%), (6.5%) strongly disagreed followed by (15%) who disagreed with the query that, E-HRM provided accurate information. These findings agreed with the literature review that the use of E-HRM ensured that there was accurate information in an organisation.

6.6.3 E-HRM provides up to date information

E-HRM automates the employee database, allowing for quicker responses to employee-related services, reduces administrative work and provides more efficient human resource management. Most of the respondents agreed (48.4%), followed by those who strongly agreed (26.9%), (8.6%) strongly disagreed followed by (16.1%) who disagreed with the query that, E-HRM provided up to date information. The respondents working from the DEL agreed with the statement that E-HRM provided up to date information.

6.6.4 Accessibility to the computer

Facilitating conditions is the degree to which a person assumes that an organisational and technological infrastructure exist to facilitate the system. These conditions include support from the HR and IT department to educate and assist employees. These conditions impact positively user satisfaction. The relationship between facilitating conditions and intention to use is expected to be moderated by age and experience. This effect will become stronger as one's experience increases, particularly as one gets older (Ahmad, 2014). Most of the respondents strongly agreed (71%), (24.7%) agreed. 1.1% of the respondents strongly disagreed, followed by 3.2% who disagreed with the query that, they have full access to a computer. Most of the respondents working from the DEL strongly disagreed (38.7%), followed by those that disagreed (35.5%), to the query that, they have partial access to a computer. Most of the respondents strongly disagreed (53.8%), followed by those that

disagreed (35.5%), to the query that they have no access to a computer. This indicated that the employees at the DEL are provided with resources in terms of computers to be able to carry out E-HRM functions.

6.6.5 Adequate user training provided

Most of the respondents agreed (53.8%), followed by the ones that disagreed (25.8%), to the query that "adequate user training was provided". Even though these results seem to be conclusive, the remaining findings were considered. 10.8% of the respondents strongly disagreed and finally, 9.7% of them strongly agreed. This indicated that a bigger contingent of the respondents working at the DEL was pleased with the user support that was provided and did not view it as a challenge.

6.6.6 Ongoing IT support provided to users

The respondents working at the DEL strongly agreed (9.7 %), followed by those who disagreed (30.1%), strongly agreed (18.3%) and finally strongly disagreed (15%), to the query that, ongoing IT support was provided to users. These findings indicated that there was an almost equal split in the respondents on this query. This indicated that more than half of the respondents from the DEL were happy with the ongoing IT support provided to the users, while the others were not. The other half of the respondents of the DEL not pleased with the user support provided could be as a result of their overall attitude towards transformation and the introduction of the new system.

6.6.7 Change management conducted

Change management is a strategic system that assists in the modification or transformation of an organisation with regard to its objectives, systems, activities, or technologies. The objective of implementing change management in an organisation is to bring about positive systems, processes, activities or means of operation. However, it is important to ensure that the internal stakeholders of an organisation are helped to adapt to the change so that the strategy is successful (Sartori et al., 2018). Most of the respondents at DEL agreed (48.4%), followed by those who disagreed (26.9%), strongly disagreed (15%) and strongly agreed (9.7%), to the query that, change management was conducted. These findings of this study suggested that most of the respondents at the DEL were helped in the process of adapting to the change in the organisation to use E-HRM systems. However, the contingent of those that indicated that they were not helped in the change management process was also big. If a person can have fun when adapting to new technology, their attitude toward adoption would be positive. This means that

most of the respondents working at the DEL that were helped in the process of adapting to the change in the organisation to use E-HRM systems would enjoy using the new E-HRM system. However, the lesser contingent, that indicated that there was no, or inadequate change management conducted, would not enjoy using the new E-HRM system.

6.6.8 The respondents' level of computer literacy

Most of the respondents at the DEL had a good (55.9%) level of computer literacy. This was followed by the ones with an excellent (35.5%) level of computer literacy and finally by those that had a fair (8.6%) level of computer literacy. This finding pointed to the fact that the respondents working at the DEL had suitable facilitating conditions to be able to use the E-HRM system that was introduced. Computer self-efficacy is the degree to which a person feels he or she can perform a particular task using the system (Ajzen, 2012). The ability to use a computer varies depending on an individual's level of trust in computer technology. Therefore, it followed that the respondents of DEL had suitable facilitating conditions, in terms of high levels of computer efficacy, to be able to use the E-HRM system that was introduced.

6.7 CONCLUSION

The key findings on officials' perceptions of the effectiveness of Electronic Human Resource Management were discussed in this chapter. The data used in this study was linked to the literature review and theoretical frameworks. The conclusion and recommendations for future research will be the emphasis of the final chapter.

CHAPTER SEVEN

RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

In this chapter, the recommendations will be presented, followed by conclusions based on the officials' perceptions of the effectiveness of E-HRM. Again, an indication will be provided to see whether the study has achieved its research objectives and research questions have been proven to be true. Following the identification of the research problem, this study attempted to:

- Identify E-HRM functions that the Department of Employment and Labour Johannesburg performs.
- Explore the perceived usefulness of E-HRM by Johannesburg officials working at the Department of Employment and Labour.
- Establish the official's perceived ease of use of E-HRM within the Johannesburg Department of Employment and Labour.
- Determine the officials' behavioural intentions to use E-HRM within the Johannesburg Department of Employment and Labour.
- Examine the effectiveness of E-HRM on the activities of the Johannesburg Employment and Labour Department.

7.2 STUDY QUESTIONS VERSUS THE RESEARCH FINDINGS

The researcher discusses how the study's research questions were satisfied in the discussion below, based on the findings reported in Chapters 4 and 5.

7.2.1 Question 1: What E-HRM functions does the Johannesburg Employment and Labour perform?

The first question of the study was answered as it sought to find out from the respondents if the DEL uses E-HRM functions of E-leave, E-performance Management, E-training or Learning, E-recruitment, E-compensation, and E-employee Profile. The study found that most of the respondents indicated that indeed DEL performs E-HRM functions because of its efficiency and effectiveness.

7.2.2 Question 2: What are the perceptions of officials from the Johannesburg Department of Employment and Labour towards the usefulness of E-HRM?

The second question sought to find out the perceived usefulness of the E-HRM functions for the DEL. The study asked the participants to respond to the queries, whether it is a good idea to use E-HRM system, the use of E-HRM makes the work more interesting, E-HRM is a useful system; officials help themselves to perform HR tasks through E-HRM; and E-HRM leads to very few interactions between HR and the official. The respondents indicated that E-HRM was a useful system because it promotes the operation of DEL. This resonated with the secondary data and the theoretical framework that emphasised that the use of E-HRM system promotes the efficiency and effectiveness of an organisation.

7.2.3 Question 3: What are the perceptions of officials from the Johannesburg Department of Employment and Labour towards the ease of use of E-HRM?

The third question sought to find out the perceptions of the DEL officials towards the ease of the use of E-HRM. The study asked the participants to respond to the queries, whether it was difficult to shift from the manual to automated process, whether E-HRM technology was easy to use, user support provided, whether there was adequate training that was provided, and E-HRM has lots of complications. The study found that shifting from the manual to automated processes by DEL may have been moderately carried out. The study further found that most of the employees of DEL have high levels of computer self-efficacy and therefore find E-HRM technology easy to use. Based on the secondary data of the study, it can be argued that there was not enough user support that was provided to all the employees by the DEL. Therefore, it followed that about half of the employees working at the DEL were faced with computer anxiety issues because there was no adequate support was that provided. The study further found that the facilitating conditions at the DEL were not sufficient to cater for some of the employees. Finally, the study found that there was a gap between the employees that found the E-HRM processes not to have many complications was not wide as compared to those that found otherwise. The respondents that found the E-HRM processes not to be complicated would most likely have high levels of perceived enjoyment. However, the respondents that found the E-HRM processes to be complicated would most likely have high levels of computer anxiety.

7.2.4 Question 4: What are the behavioural intentions of officials from the Johannesburg Department of Employment and Labour towards the use of E-HRM?

The fourth question sought to find the behavioural intentions of the DEL officials towards the use of E-HRM. The study asked the participants to respond to the queries, whether they intend to use E-HRM further, predict to use the E-HRM technology in the future, using E-HRM was a pleasant experience, and pleased with their overall E-HRM usage. The study found that the employees at the DEL were satisfied with the use of the E-HRM systems and the processes. Therefore, the perceived enjoyment influenced the DEL officials to anticipate using them further and to use them in the future, because it was an enjoyable system. The study further found that the employees at the DEL were pleased with their overall E-HRM usage and therefore have high levels of perceived enjoyment.

7.2.5 Question 5: How effective is the E-HRM towards the activities of the Johannesburg Employment and Labour Department?

The final question of the study sought to examine the effectiveness of E-HRM on the activities of the DEL. The study asked the participants to respond to the queries, whether E-HRM helps in saving time at work, E-HRM provides accurate information, E-HRM provides up to date information, have full access to a computer, have partial access to a computer, have no access to a computer, adequate user training provided, ongoing IT support provided to users, change management conducted. Finally, the study inquired about the computer literacy levels of its participants. The study found that the respondents from the DEL indicated that the output quality of the E-HRM helped in saving time at work, provided accurate and up to date information. The study further found that the employees at the DEL were provided with facilitating conditions in terms of computers to be able to carry out their functions and have high levels of perceived enjoyment in the use.

The study further found that a large contingent of the respondents of the DEL was pleased with the user support that was provided through adequate training. This means that they use E-HRM and have low levels of computer anxiety. However, the smaller contingent of the respondents of the DEL was not pleased with the user support that was provided and indicated that there was inadequate training. This means that they would have high levels of computer anxiety. The study further found that half of the respondents from the DEL were happy with the user support

provided in terms of the ongoing IT support provided to the users, while the others were not. Therefore, half of the respondents from the DEL that were pleased with the user support that was provided through ongoing IT support provided to the users would have low to no levels of computer anxiety. However, the other half of the respondents of the DEL that were not pleased with the user support because there was a lack of ongoing IT support provided to the users would have high levels of computer anxiety. The study further found that most of the respondents at the DEL that were helped in the process of adapting to the change in the organisation to use E-HRM systems would enjoy using the new E-HRM system. However, the lesser contingent, that indicated that there was no, or inadequate change management conducted, would not enjoy using the new E-HRM system. Finally, the study indicated that the respondents of the DEL had suitable facilitating conditions, in terms of high levels of computer efficacy, to be able to use the E-HRM system that was introduced.

7.3 RECOMMENDATIONS

The following recommendations are based on the findings of this study's research, which are described in Chapter 6:

- The Department of Employment and Labour should develop a framework that provides for ongoing monitoring of E-HRM activities and knowledge and information sharing through employee participation.
- The employees at all levels should receive proper training to overcome their fears of utilising the E-HRM.
- The Department should provide adequate IT training, coaching, and support to the staff for them to be successful in their work.
- The department should maximise the implementation of e-learning and training to further reduce training expenses and improve sustainability.
- A survey of employees should be conducted to assess the success rate and progress made with e-HRM since its adoption.
- DEL should foster an organisational culture that promotes the adoption and the utilisation of E-HRM functions.

7.4 IMPLICATIONS FOR FUTURE RESEARCH

For future researchers who may want to conduct a similar study with a bigger sample should do it in different provinces within the Department of Employment and Labour to understand

better the officials' perceptions towards the effectiveness of the E-HRM. A mixed-method research approach should be used.

7.5 LIMITATIONS

The outcomes of this study gave a new and interesting perspective into officials' perceptions of the effectiveness of e-HRM. The data for the study was however acquired from a single office of the Department of Employment and Labour in Johannesburg, using a case study approach. Only the population from which the sample was drawn can be generalised from the study. Future researchers should conduct their research on a larger scale to obtain more reliable results. Another limitation to this study was the implementation of the COVID19 regulations that led to the rotation of staff to comply with social distancing within the offices. Consequently, that delayed the distribution of the questionnaires and that impacted the turnaround time within which participant's respondents. Therefore, the completion of the whole study was also delayed.

7.6 CONCLUSSION

Officials' perceptions on the effectiveness of E-HRM were discovered as a result of the study. The study's target sample consisted of officials from the Department of Employment and Labour in Johannesburg. The study revealed that the Department of Employment and Labour performs E-HRM functions, however, there was a balance between those participants who confirmed that the DEL use E-Learning and Training function and those that said it does not. There was also a small contingent of officials who perceived that: user support provided by DEL was not sufficient enough, and training provided was not adequate. Furthermore, some participants felt that it was difficult to shift from manual to automated processes. Based on the study's findings, recommendations are made that, if E-HRM is implemented properly, it has the potential to improve the officials' perceptions of E-HRM' within the Department of Employment and Labour in Johannesburg.

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ANNEXURE 1

LETTER OF INFORMED CONSENT

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL

For research with human participants

INFORMED CONSENT

Information Sheet and Consent to Participate in Research

Date:

Dear DEL Employee,

My name is Mbongeni Tshabalala (217076466), a student from the University of KwaZulu-Natal from the School of Management Information Technology and Governance registered for Masters in Commerce. I am reachable on 217076466@stu.ukzn.ac.za.
You are being invited to consider participating in a study that involves research on the E – Human Resource Management. The aim of this study is to assess the perceptions of the officials in relation to the effectiveness of electronic Human Resource Management which is a new thing because the officials are used to paper work. This study is expected to enroll 93 participants in a self-administered questionnaire from the Department of Employment and Labour at Johannesburg. The duration of your participation if you choose to enroll and remain in the study is expected to be not more than 60 minutes to fill-up the questionnaire. Unfortunately, the study is not funded in any way.

At this present time, we do not see any risk of harm from your participation. However, if any adversity of the study is identified, you will be notified, and appropriate majors will take place. We hope that the study will create the following benefits; understanding of the electronic Human Resource Management and its benefits and opportunity to reflect on your experiences in answering a questionnaire.

In the event of any problems or you may contact the researcher at 0829083224/ 217076466@stu.ukzn.ac.za or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follow

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
PrivateBagX54001
Durban 4000 KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za
Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

Mbongeni Tshabalala
School of Management, I.T. & Governance College of Law and Management
Cell: 0829083224
Email: 217076466@stu.ukzn.ac.za

CONSENT TO PARTICIPATE

I ……. have been informed about the study entitled Perceptions of officials on the effectiveness of electronic human resource management: case of the Department of Employment and Labour, Johannesburg.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 0829083224 or 217076466@stu.ukzn.ac.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
PrivateBagX54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

_____	_____
Signature of Participant	**Date**
_____	_____
Signature of Witness (Where applicable)	**Date**
_____	_____
Signature of Translator (Where applicable)	**Date**

ANNEXURE 2

RESEARCH INSTRUMENT

SECTION A

Biographic and Professional Information

Please read the questions very carefully and answer them honestly.
Mark the selected answers with an X next to each question.
Please select only one answer.

1. Please indicate your gender:

- **Male**
- **Female**

2. Please indicate your age.

- **22 – 29**
- **30 – 39**
- **40 – 49**
- **50 – 59**
- **60 – 65**

3. Please indicate your official job level.

- **Management**
- **Supervisor**
- **Non-management**

4. Please indicate the years for which you have been employed at DEL.

- **Less than a year**
- **1 – 3 years**
- **4 – 9 years**
- **10 – 19 years**
- **20 - 29 years**
- **More than 30 years**

5. Please indicate your highest educational qualification.

- **Matric**
- **Diploma**
- **Degree**

- **Honours**
- **Masters**
- **Doctoral Degree**
- **Other (please specify) _____**

Section B:

Please indicate whether you: Strongly Agree, Agree, Strongly Disagree, or Disagree with each of the following statements

E-HUMAN RESOURCE MANAGEMENT FUNCTIONS PERFORMED BY DEL

1. **Which E-HRM functions are used by DEL?**

Item	Strongly Agree	Agree	Strongly Disagree	Disagree
1. E-leave				
2. E-Performance management				
3. E-training/learning				
4. E-Recruitment				
5. E-compensation				
6. E-employee profile				

PERCEPTIONS OF OFFICIAL TOWARDS THE USE OF E-HRM

2. **What are the perceptions of DEL officials towards the usefulness of E-HRM?**

Question	Strongly Agree	Agree	Strongly Disagree	Disagree
1. It is a good idea to use E-HRM system.				
2. The use of E-HRM makes the work more interesting.				
3. E-HRM is a useful system.				
4. Officials help themselves to perform HR tasks through E-HRM.				
5. E-HRM leads to very few interactions between HR and the official.				

3. **What are the perceptions of DEL officials towards the ease of use of E-HRM?**

Question	Strongly Agree	Agree	Strongly Disagree	Disagree
1. It is difficult to shift from manual to automated process				
2. E-HRM technology is easy to use.				
3. User support provided				

4. Adequate training provided				
5. E-HRM has lots of complications				

4. What are the behavioural intentions of DEL officials towards the use of E-HRM?

Question	Strongly Agree	Agree	Strongly Disagree	Disagree
1. I intend to use E-HRM technology further.				
2. I predict to use the E-HRM technology in future				
3. Using E-HRM is a pleasant experience				
4. I am pleased with my overall E-HRM usage				

PERCEPTIONS OF OFFICIALS TOWARDS THE EFFECTIVENESS OF E-HRM

5. How effective is the E-HRM towards DEL activities?

Question	Strongly Agree	Agree	Strongly Disagree	Disagree
1. E-HRM help in saving time in work				
2. E-HRM provide accurate information				
3. E-HRM provide up to date information.				

6. Do you have access to the computer?

Question	Strongly Agree	Agree	Strongly Disagree	Disagree
1. I have full access to the computer				
2. I have partial access to the computer				
3. I have no access to the computer				

CHALLENGES FACED BY DEL OFFICIALS

7. What challenges do the officials face with the implementation of E-HRM?

Question	Strongly Agree	Agree	Strongly Disagree	Disagree
1. Adequate user training provided.				
2. Ongoing IT support provided to users.				
3. Change management conducted.				

COMPUTER LITERACY LEVEL

8. How is your level of computer literacy?

Excellent	Good	Fair	Poor

ANNEXURE 3

ETHICAL CLEARANCE

KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

23 November 2020

Mr Mbongeni Paul Tshabalala (217076466)
School Of Man Info Tech & Gov
Pietermaritzburg Campus

Dear Mr Tshabalala,

Protocol reference number: HSSREC/00002049/2020
Project title: Perceptions of Officials on the Effectiveness of Electronic Human Resource Management: A Case-Study of the Department of Employment and Labour, Johannesburg.
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 14 October 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL** on the following condition:

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 23 November 2021.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,

[redacted]

Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

ANNEXURE 4

PERMISSION FROM THE DEPARTMENT OF EMPLOYMENT AND LABOUR TO CONDUCT RESEARCH

employment & labour
Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

Private Bag X117, PRETORIA, 0001, Laboria House, 215 Francis Baard Street, PRETORIA,
Tel: (012) 309 7963, Fax: (012) 309 4532

08 December 2020

Enquiries: TN Dire
Telephone: 012 3094186

Mr M Tshabalala
Department of Employment and Labour
KWA-ZULU NATAL

Dear Mr Tshabalala

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARMENT OF EMPLOYMENT AND LABOUR.

Your signed letter requesting permission to conduct research refers.

Please be advised that your request to conduct research in the Department of Employment and Labour is approved.

Please be advised that you will treat the information derived from your research in the Department for the execution of your research as completely anonymous and confidential. Furthermore, the information will not be used for the purposes of victimizing the Department in any way. In addition, you must at all times be obliged to safeguard the confidential information in pursuant of your research. It must also be emphasized that no information must be used, reproduced, disclosed or disseminated to any organ of state, firm, corporation, person, including third parties, except with the express prior consent of the Department.

Furthermore, no data may be modified or merged with any other data, use it for any purpose or do any other thing that may in any manner whatsoever, affect the integrity, security or confidentiality of such data. You are further

not to permit any third party to read, copy or use the data other than may be specifically required in terms of your request.

There can be no publication of articles in any journal or book or the like based on your research without the consent of the Department.

The research and its findings are to be made available to the Department.

You must sign the attached Undertaking in order that effect is given to the Department's approval.

We trust that the above is in order.

Yours faithfully,

[redacted]

Mr Thobile Lamati
Director-general: Labour
Date: 15/12/2020

ANNEXURE 5

EDITOR'S CERTIFICATE

EDITORIAL CERTIFICATE

Author: Mbongeni Paul Tshabalala

Document title: Perceptions of Officials on the Effectiveness of Electronic Human Resource Management: Case of The Department of Employment and Labour, Johannesburg

Date issued: 10/12/2021

This document certifies that the above manuscript was proofread and edited by Prof Gift Mheta (PhD, Linguistics).

The document was edited for proper English language, grammar, punctuation, spelling and overall style. The editor endeavoured to ensure that the author's intended meaning was not altered during the review. All amendments were tracked with the Microsoft Word "Track Changes" feature. Therefore, the authors had the option to reject or accept each change individually.

Kind regards

[redacted]

Prof Gift Mheta (Cell: 073 954 8913)