
FACTORS INFLUENCING E-HRM IMPLEMENTATION IN PRIVATE ORGANIZATIONS IN PAKISTAN

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Abstract

The purpose of the present study is to explore the factors that influence how e-HRM is implemented in private organizations in Pakistan. The function of human resource (HR) departments is significantly improved, according to recent studies on electronic, human resource management (e-HRM). However, only some empirical studies support this claim, even though comparable practices are expected from a private domain. E-HRM can be attributed to the profound impact of solid technological developments on managing people. The qualitative research approach was used in this study. Data was gathered from multiple companies of private sectors in Pakistan. N-Vivo 12 was used to apply for data analysis. Technological Organizational Environment theory is applied in the current study. The results eliminate the myth about the low adoption of e-HRM in private sector organizations in underdeveloped countries and provide empirical data for future research. The collected data from 13 participants. Results from private organizations demonstrate how such an approach helps make sound decisions for implementing e-HRM. Additionally, it should act as a model for knowing organizations in similar socio political and economic contexts. This study advances and adds to the body of knowledge by investigating the factors affecting the adoption of e-HRM in Pakistani private sector organizations and presenting a model for e-HRM adoption in private institutions in emerging markets.

Keywords: e-HRM Implementation, Factors, Private Sector

1. INTRODUCTION

HRM in developed countries has enhanced its performance by incorporating the latest technologies. However, developing countries still need to adapt to the technological adoption of HRM (Divine Gatty, 2024; Mansour *et al.*, 2024; Noor *et al.*, 2024). Mark and Keegan

(2019) stated that globalization is transforming their organization to cater to the needs of people and operations. Modern techniques and technologies are being implemented to meet the latest technology revolution (Rasheed and Faiq, 2023). Paper base recruitment, selection, and procedures are becoming obsolete (Ahmad *et al.*, 2024). An organization using technology-based modern recruitment, selection, and compensation systems. These modern techniques help them to be productive and efficient in their Human Resource Management (HRM) processes (Azam, Thevanes and Arulrajah, 2024). Human Resource Management (HRM) is vital in developing resources. HRM has evolved in developed countries due to enormous technological revolution changes (Alolayyan *et al.*, 2023). Western countries equipped the private sector with the latest technology systems to atomize their HRM operations. This generates the term electronic Human resource management (E-HRM). E-HRM term covers all possible integration between HRM procedures and contents with information technology (IT) to create value among the employee and leadership to achieve organizational goals (BOIKANYO and GOMWE, 2023). E-HRM has gained popularity in developed countries, and many organizations are enjoying the benefit of E-HRM. At the same time, E-HRM deployment is still in its initial stages in underdeveloped nations (Alqarni *et al.*, 2023).

Emerging countries in the Asian area have seen political turbulence, which has diverted decision-makers and bureaucrats from properly implementing and utilizing e-HRM technology to a greater level. Although the use of information systems (IS) has grown, its e-HRM value has remained low in emerging countries due to a lack of skills and sufficient Training of HR managers. When firms fail to provide adequate training for their staff to use e-HRM systems, costs rise, and work performance suffers (Kamau and Mwangi, 2024). Another problem with implementing e-HRM in an organization is a lack of people with IT skills or knowledge (Bashir, Toqeer and Shah, 2024), lack of coordination between the department, lack of technical support, or organizational process changes (Iqbal, Ahmad and Allen, 2019). Resistance to using new systems has been identified as a significant problem (Gunawan, 2024). Other issues arising during adopting e-HRM systems in developing nations include the high expense of creating sufficient IT infrastructure, purchasing computers that meet the e-HRM system's requirements, software maintenance, and hardware maintenance (Sharif *et al.*, 2024). Enhancing organizational effectiveness and reducing corruption are the two main objectives of e-HRM implementation in the private sector. The challenges of centralizing and computerizing the HR departments and linking e-HRM systems with payroll and appraisal systems are significant obstacles to introducing e-HRM systems (Al-Ameryeena, Isaa and Othmana, 2024).

E-HRM: DEFINITION AND CONCEPT

E-HRM is a comparatively recent technology-driven phenomenon that has attracted the attention of academics and practitioners (Koman *et al.*, 2024). e-HRM "*as a method of implementing human resources (HR) plans, policies, and practices in organizations through the explicit and targeted support of web technology-based channels in order to meet with the HR needs of the firm.*" (Ullah *et al.*, 2021). The word "implementing" has a more significant definition, according to some authors, including things like putting something into practice, making it function, or having something become a reality. Therefore, e-HRM is a method of

implementing HRM. It is multi-factorial and includes new technologies, organizational environment, organization, work design, HR strategy and policy, and others (Yadav, Balasubramanian and Dash, 2024). It is a decision for an HRM strategy, not a particular stage in the evolution of Human resource management (Piabuo *et al.*, 2017). Wannu Adipaththu Mudiyansele, (2024) presented a broader definition following this, arguing that it is "*the design, development, and use of information systems to connect and support actors as they jointly carry out HR operations.*" (Wanni Adipaththu Mudiyansele, 2024) It is a catch-all phrase that includes all potential integration components and procedures between IT and HRM. The fundamental goal is to generate value for all parties involved, especially management and employees inside and across corporations. The E-HRM software assists the HR function in meeting organizational HR needs using web-based technology channels. Reduced costs, improved HR services, and improved strategic orientation are the three objectives of e-HRM, according to researchers. The creation of a human resource strategy, decision-making, position definition, and communication with internal and external stakeholders can all be done more swiftly and precisely by human resource management.

According to Michael Armstrong, e-HR offers the data needed to handle HR procedures. E-HRM is a technique for putting an organization's HRM strategies, policies, and practices into effect by concentrating support for web technology-based channels. The term HRM is a recent one for modern HRM that is supported by IT, particularly through online technologies. E-HRM can alter how conventional HRM tasks are carried out. Employees will find it simple to check salary and incentive information and look up bonus plans using e-HRM regarding compensation and benefits concerns (Lashari *et al.*, 2022). E-HRM refers to the organization, use, and use of information technology for networking and supporting at least two different people or groups in collaborative HR activities. E-HRM differs from HRIS, which is the term used to describe the ICT systems utilized by HR departments. It differs from Virtual HRM in some ways. E-HRM comes in three varieties. Operational, relational, and transformational are the terms used to characterize them. Administrative tasks are within the scope of operational E-HRM (Ahmad and Khan, 2023).

Problem Statement

Employees' concerns about the safety and privacy of the e-HRM system originate from their fear that other staff may access their details, confidential info, or payroll management and would be able to update their details impacts the employee's confidence in the company (Alqarni *et al.*, 2023). The difficulties in implementing e-HRM systems in the past demonstrate that these technologies have either been handled poorly or misused, or where e-HRM systems have been adopted and implemented, human resource departments in private sectors have experienced criticism from the workers (Mansour *et al.*, 2024). To the authors' knowledge, research has yet to be done on how e-HRM systems have changed the private sector in developing countries. Prior research has emphasized the issues affecting the adoption of e-HRM in government organizations, and there needs to be more research regarding the factors influencing e-HRM implementation in private sectors in Pakistan. This study extends the field by exploring the issue in Pakistan. Because of the significance of electronic HRM systems and

how they improve HRM, it is essential to adopt e-HRM systems in Pakistani's private sectors ultimately. This research explored the factors that affect the adoption of e-HRM in Pakistan's private sector.

Research Question

What are the factors affecting the implementation of E-HRM in the Pakistani private sector?

Significance of Study

The present study provides a particular theoretical and practical contribution to existing literature. Theoretically, current research utilizes TOE theory to examine the factors that impact the adoption of E-HRM in the private sectors of Pakistan. It is not witnessed in literature. The present study will provide practical guidelines to HR managers working in the private sector to understand the critical factors for implementing E-HRM in private sector practice.

Material and Methods

Population and sampling

The research design is under the category of qualitative research, and it employs an inductive methodology intending to explore the perspectives of the knowledge and experiences that managers or experts in human resource management have acquired. This research uses a theoretical sampling approach and a phenomenological study. A qualitative technique was adopted because this research aims to identify the factors influencing E-HRM implementation in the private sector in Pakistan. The semi-structured open interview with professionals allows an expert to share their viewpoints, ideas, and insights if it is relevant to this research.

Interview guidelines

The internet video tool Zoom or WhatsApp will be used to conduct face-to-face interviews with specialists. English was the only language used during these. Thorough interview with a subject matter expert takes between 15 and 20 minutes. Arrangements for the interview were made in advance. For it to be later transcribed, the expert requested that video recordings be permitted in WhatsApp or the Zoom app. To compare data and maintain interviews within the parameters of the topic, the semi-structured interview followed a similar format. Each interview question was open-ended. The last question at the end of the interview asks about any other comments or points of view they feel are crucial to the research.

Tools for Analysis

The application of several qualitative data analysis methods was applied, including the transcription of videotaped interviews, topic analysis, data coding, cluster analysis, and word frequency analysis methods, using N-Vivo 12. Researchers' frequency of coding nodes with various forms of references is revealed through code similarity cluster analysis. Topics with similar coding are close to each other, and topics with different coding are far from each other. Ozkan (2017) claims that while the N-Vivo program is beneficial for placing and analyzing data, the organization, coding, and analysis of the data are still the responsibility of the researcher.

Table 2: Respondents' demographic chart

Name	Code No.	Position	Service period	Code No.	Position	Service period
1-Mr. Nauman	1	HR Manager	21 and over	2	HR office assistant	21 years and over
2-Mr. Iqbal						
3- Mr. Iqbal	3	HR Manager	16 – 20	4	HR Manager	16 – 20 years
4-Ms. Faiqa						
5- Mr. Asif	5	HR supervisor (Field Staff)	21 years and over	6	HR officer	21 years and over
6- Mr. Usama						
7-Ms. Amber	7	HR Manager	21 and over	8	PA HR director	21 years and over
8- Mr. Zaki						
9- Mr. Akhlaq	9	HR supervisor (Field Staff)	20 and over	10	Head of HR Administration	20 years
10-Mr. Umair						
11- Mr. Anees	11	HR Manager	18 and over	12	Deputy Head of HR	20 ears
12. Ms. Asma						

3 Data analysis

This section has provided the detailed qualitative data analysis procedure using N-Vivo 12 software. First, the data transcription process was stated. Next, data coding and finding themes procedure were elaborated. Then a matrix coding query was applied to generate results through hierarchy charts.

Transcription of interview

As participants of the current study were well educated and fluent in English, the interviews were taken to communicate through the English language. Participants were able to explain in the English language during the whole interview. After transcribing, textual data were imported into NVivo 12 software, and coding was started for further thematic analysis. Then different themes were explored to answer the research question of the present study.

Data Coding and identification of themes

The primary purpose of the qualitative strand in the current study is to explore the different technological, organizational, and environmental factors influencing the implementation of E-HRM in Pakistani organizations. After reading line-by-line transcribed textual data, themes were coded into parent nodes; classified as technological, organizational, and environmental factors. Table 3 states sources and references against each theme evolved through the coding of textual interviews where sources depicted the number of participants who talked about a particular theme. In contrast, reference reflected the total number of coding themes.

Table 3
Data Coding and Developing Tree Nodes

Nodes	Sources	References
Environmental Factors	15	23
Coercive influence from customers	1	4
Competitive Pressure	5	13
External Support	7	9
Market Volatility	2	2
	6	8
Organizational Factors	15	29
Top Management Support	11	23
Training	10	25
Organizational Structure	8	12
Business scope	1	2
Best Practices	2	4
IT department Skills	3	4
Technological Factors	15	34
Compatibility	11	18
Complexity	8	12
Efficiency	3	3
IT Infrastructure	9	15
HR Management Skills	3	4
Security	4	6

Themes of technological factors influencing E-HRM-implementation in the private sector in Pakistan

This section discussed the different themes of technological factors explored in the current study that affect the implementation of the E-HRM system in Pakistani organizations. The hierarchy chart (see Figure 4.4) identified the prominent technological factors themes as discussed by interviewees. The theme has more coding references comprising a larger area than

other themes. Compatibility, IT infrastructure, and complexity were more significant than other themes, while compatibility was at the top due to the highest coding references. Security, HR management skills, and efficiency also emerged as prominent themes but had fewer coding references than others.

Technological factors	IT Infrastructure		Complexity	
Compatibility	Security		HR Managem....	Efficiency

Figure 3
Hierarchy Chart of Technological Factors influencing implementation of E-HRM
Theme: Compatibility

Compatibility emerged as a vital technological theme in this study that affects the E-HRM implementation in private organizations in Pakistan. Compatibility is one of the major factors that influences E-HRM implementation. Similarly, Ruivo et al., (2014) conducted a study to determine E-HRM value in Pakistan firms. They found compatibility as a significant driver of E-HRM use that positively impacts the E-HRM system value on the implementation phase. The researchers concluded that firms cannot get the full benefits of the Human resource management system due to its incompatibility with various hardware and software systems. That makes information flow difficult on local systems and unable to enhance the firm's productivity due to this incompatibility. Two of the participants expressed their views about compatibility as mentioned below:

“...if system is not synchronized and linked with another system it unable to response effectively, which create trouble for employees to use and will create a bottleneck in future. E-HRM system should be simple, user-friendly and compatible”. (Respondent 4)

“...this makes all procedures and HR operations and functions are linked together, so linking is the main strength of E-HRM which needs compatibility”. (Respondent 6)

The statements mentioned above clearly indicated that compatibility played a significant role in E-HRM at the implementation stage. If business applications are not appropriate with the E-HRM system, therefore, with the installation of E-HRM, organizations cannot attain their high-performance level targets. Thus, E-HRM should be compatible according to the requirement for the company to achieve harmony. Compatibility of the system also permits the E-HRM to perform tasks more quickly without generating any bottleneck.

Theme: IT infrastructure

IT infrastructure is another vital theme of technological factors affecting E-HRM system success after implementation in organizations. Likewise, AlSabaawi (2015) argued in his study that adequate IT infrastructure, hardware, and networking are crucial for an E-HRM system's Success. IT infrastructure must meet the specifications of the E-HRM system to avoid a problem with E-HRM system effectiveness and inability to generate desired outcomes. The following statements have been given by two participants that depicted the importance of IT infrastructure for E-HRM system success after implementation in the organization:

"...Actually E-HRM solutions depends on the IT infrastructure. The infrastructure of our organization is actually highly advanced in terms of its programs, computers, networks, and knowledge of how to operate in the digital world". (Respondent 7)

"... IT infrastructure should be modern, making it simple for the organisation to succeed, including e-HRM systems." (Respondent 11)

Therefore, for robust IT infrastructure for the E-HRM system to be successful in Pakistani organizations, it is essential to have a suitable computer system, internet connection, and secure network infrastructure.

Theme: Security

Security issues are growing daily, and organizations are spending enormous efforts to avoid security breaches. In the present study, participants also emphasized the security factor as an outstanding player in E-HRM at the implementation stage, witnessed by mentioned below statement:

"...The organisation should hire IT specialists to increase the security of the e-HRM systems." (Respondent 10)

"The system must be protected from outside attacks (hackers) because of the sensitive data contained on it and the installation of e-HRM systems." (Respondent 3)

Lopez and Salmeron (2014) build fuzzy cognitive maps to help practitioners to avoid system failure after implementation. They highlighted the security while evaluating performance requirements and provided a tool to maintain system effectiveness by avoiding security risks proactively so that it does not affect the outcome of the E-HRM system.

Theme: Complexity

The complexity theme also evolved from the information provided by the participants through semi-structured interviews. The complexity factor states how much users are comfortable using the E-HRM system in an organization and how quickly they become proficient with E-HRM system applications (Ruivo et al., 2014). The complex system of organization is challenging to understand the HR team because they need to be more technically trained. So, they operate unwillingly or frustrated while using the system, ultimately lowering its performance. This all lowers the system usage, adversely affecting the E-HRM system's Success at the implementation stage. Hence, complexity plays a significant role in manipulating the E-HRM

system in productive ways. Mentioned below statement by participants of the study also witnessed the same argument:

"...I think the most important factor contributing to E-HRM system effectiveness is its ease and simplicity to use. The system should be easy to user-friendly and not complex to use". (Respondent 12)

Therefore, complexity plays a potent inhibitor for E-HRM at the implementation stage in Pakistani organizations.

Theme: HR management Skills

HR Management was another central theme that emerged after the thematic analysis on participants' interviews. HR management skills include the competency of the team to complete the assigned task effectively and efficiently. E-HRM is a sophisticated system that needs technical skills at each project stage. So, HR managers and HR related persons are highly skilled in handling the implementation stage and legitimizing organizational change (Ainin & Dezdar, 2011).

"...In any new adoption of system regarding HR, team skills of HR management are very important the team should be technologically well skilled so that each phase can be completed successfully". (Respondent 6)

"...HR management skills of HRM team that should be great, they must handle the completion of the task within the allocated budget, cost and period and able to technically support in case of an issue". (Respondent 9)

Theme: Efficiency

Improvement in business process efficiency was another theme derived from participants interviews, as few statements stated below to support the same argument:

"...they need an easy and simple system to complete their task in an efficient manner". (Respondent 2)

"...As sometimes organization fail to get the benefit of E-HRM due to its inconsistency with the existing procedures and unable to perform efficiently". (Respondent 7)

E-HRM system is a tool to standardize the business procedure in an integrated manner, and all business processes should be aligned efficiently to communicate quickly, and real-time information can be provided. E-HRM system is a modern business solution that offers complete online support for managing all procedures, activities, data, and information needed to manage human resources in an organization. Moreover, Shen et al. (2016) conducted their study to evaluate the E-HRM system success at the implementation stage using a balanced scorecard approach. They argued that E-HRM is a complicated and uncertain undertaking; thus organizations that execute it successfully must carefully consider all elements that may affect operating effectiveness.

Themes of organizational factors influencing E-HRM implementation

The following part may be the discussion of several organizational factors discovered in the current study that affect the adoption of E-HRM in Pakistani organizations. The hierarchy chart (See Figure 4.5) identified the prominent themes of organizational factors influencing E-HRM implementation as talked about by interviewees in the present study. A theme having more coding references comprised a larger area than others. Training, top management support, and organizational structure were more significant than others, while training was at the top due to most coding references. Moreover, business scope and best practices were also reflected as prominent themes but needed more weight due to fewer coding references than others.

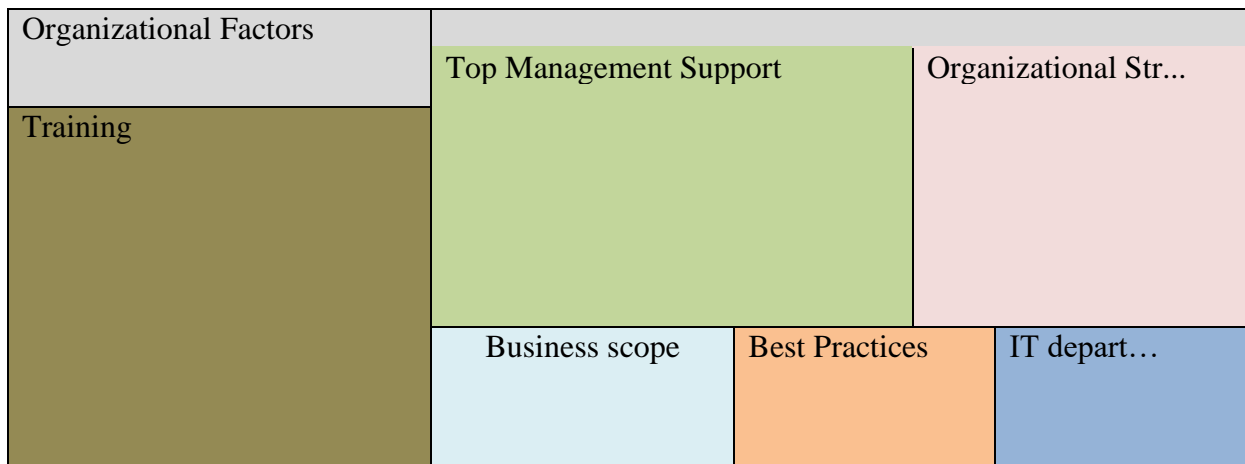


Figure 4: Hierarchy Chart of organizational factors influencing implementation E-HRM Theme: Training

Organizations perform ongoing training programmes to educate their staff and prepare users to use E-HRM system capabilities in everyday activities. (AlJabri, 2015; Amadi & deWit, 2015; Masadeh, Almajali, & Tarhini, 2016). Through qualitative data analysis, it has been observed that training imparts a very important role in the Success of the E-HRM system at the implementation stage. As two participants claimed the same in the following statements:

“...if provide proper training it will be easy to execute the E-HRM in the organization”. (Respondent 1)

“...training is very necessary because when your end user is not trained, then your company/organization cannot run E-HRM successfully”. (Respondent 5)

“...Mostly senior citizens and they face difficulty while learning or adopting new software like this.” (Respondent 5)

Similarly, Li, Chang and Yen (2017) discovered that the E-HRM system performs better with training. As a result, training is crucial to ensuring that new and existing staff are qualified to use E-HRM capabilities in their regular activities. They become experts in the E-HRM system

and can use its functions more effectively due to frequent training sessions during the E-HRM installation phase.

Theme: Top Management Support

The present study explored the vital role of top management support in making the E-HRM system successful at the post-implementation stage in an organization. However, if management is not dedicated to using the E-HRM system efficiently, they will not assist the staff, ultimately hurting E-HRM success (Feng & Hu, 2016).

Top management support served as a critical player in the E-HRM system at the implementation stage (Li et al., 2017). Similarly, two participants of the current study during their interviews also said:

"...top management's active role plays a significant part in E-HRM implementation". (Respondent 8)

"...organizational factors, I think to best of my experience and knowledge what I have seen if top management is not involved in E-HRM implementation, then success might become a failure". (Respondent 10)

"...The change of top management so it changes its level and variation so the structure of organization processes as well then comes to the motivation level it is also one of the hurdle". (Respondent 2)

Supportive management refers to a management approach that is supportive of its staff. Through other ways, top management can give their support to the E-HRM end users, such as encouraging their work on human resource management electronically, removing obstacles enabling smooth HR operations, offering support with daily tasks and sufficient technology resources for their growth (Chatzoglou et al., 2016; Feng & Hu, 2016).

Theme: Business Scope

The business scope was another theme that evolved during the qualitative data analysis of the present study. Organizations with greater scope for widening their HR operations tend to invest heavily in information system innovation technologies like E-HRM systems (Awa & Ojiabo, 2016). Similarly, one of the participants stated the same argument in his interview, as mentioned below:

"...because of almost every organization chooses E-HRM concerning its scope". (Respondent 12)

Moreover, an organization's broader scope is inclined towards digitizing firms and implementing robust human resource management functions (Awa & Ojiabo, 2016). So, E-HRM implementation is significantly affected by the scope of business. If the E-HRM system cannot meet the scope of the firm after implementation, many HR functions and operations may become ineffective and might lead to failure.

Themes: Organizational Structure & Best Practices

Organizational structure has been defined as structuring the work activities to achieve the organization's objectives. An organizational structure can include various components, including formalization, centralization or decentralization, departmentalization, specialization, range of control, the chain of command, and specialization. The adoption of the E-HRM system in organizations depends critically on the supportive structure of the company as well. One of the participants said:

"...Organization Culture, Nature of business, environment make E-HRM implementation efficient". (Respondent 1)

"...Organization culture is very much important factor that effects on implementation of E-HRM. Positive attitude culture may lead to adopt new software very quickly". (Respondent 3)

"...Organization bad planning is also a hurdle and motivation towards employees etc". (Respondent 3)

For the E-HRM system to be implemented successfully, employees must have clear job responsibilities, authority over their work, and departmentalization. Employees are given authority in these organizations, and each department is responsible for a particular aspect of the organization's use of the E-HRM system. Therefore, E-HRM implementation depends more on a supportive organizational structure.

Theme: IT department Skills

E-HRM technology is an IT-based technology, and IT systems are flexible. In Pakistan, many companies improved their existing systems to increase their effectiveness in planning for future growth. They have added more IT workers and purchased cutting-edge technology to support the E-HRM system's adoption. One of the participants said:

"...IT Department of that organization must keep itself oppressed with the latest technology whether that technology or up gradation comes to the hardware part and secondly the E-HRM". (Respondent 4)

"...Actually our IT system faced difficulty to accept new system because we have not too much modern IT software it is very important that existing IT system is full of new applications". (Respondent 1)

To upgrade an E-HRM system is to increase its effectiveness and efficiency. As a result of the modification, existing E-HRM systems have been modified by adding new apps in HR operations such as change in the e-Recruitment and Selection, Training, Performance Management, and Compensation. Therefore, organizations must improve their current E-HRM system and other technology to gain the best outcomes. From the E-HRM system at implementation stage.

Themes of Environmental factors influencing E-HRM implementation

The following section has elaborated on many environmental factors highlighted in this study that impact the implementation of the E-HRM in Pakistani firms. Hierarchy chart (See Figure 4.6) mentions the prominent themes of environmental factors influencing E-HRM success as

spoken by interviewees in the present study. Competitive pressure, external support was more significant than others. However, competitive pressure at the top due to most coding references. Moreover, coercive pressure from customers and market volatility were prominent themes but having less weight-age due to fewer coding references than others.

Environmental Factors	External Support	
Competitive Pressure	Coercive influence from customers	Market Volatility

Figure 5: Hierarchy Chart of Environmental Factors influencing implementation of E-HRM

Theme: Competitive Pressure

Pressure from stakeholders such as competitors influences the organization’s E-HRM system effectiveness at implementation stage (Ruivo et al., 2014). In the majority of situations, competition uplift businesses to enhance their current systems with new technology and better manage their resources to obtain a competitive edge in their sector. The mentioned below statements from participants of the current study contended the same argument:

“...Actually I mean what is going on the outer world as competitive pressure plays a critical role here and if they are using E-HRM system or not”. (Respondent 11)

“...one is a competitive pressure within the organization and outside the organization among other organizations” (Respondent 1)

Theme: External support

The participants of the present study also emphasized external support from the government. Side for E-HRM implementation at the organization level. Likewise, two statements from participants stated the same arguments as mentioned below:

“...because implementing a new system in organization without a government. support is not possible. And you know that govt. not cooperate with us”. (Respondent 11)

“...If govt. supported us then we make our E-HRM system better and quickly because if govt. does not support us then new implementation of any new software is not possible.”. (Respondent 6)

Theme: Coercive influence from customers

Customers are active stakeholders in the corporate world and organizations tailor-made their information system and services as per customer requirements to get a competitive advantage. Business clients could affect the IT system after implementation in organizations by demanding customized services related to HR or complaining of delays in business processes. So the efficiency of an E-HRM system is also impacted by customers' pressure. According to one of the participants:

"...Actually it is very important that they (client) ask, how much strong your IT system because many clients especially our staff ask about our new software". (Respondent 2)

Therefore, management pays special attention to customer satisfaction or HR related functions after E-HRM system implementation. In this way, the company can measure the system's performance and witness the improved customer services related to HR compared to the legacy system.

Theme: Market Volatility

Rapid technological changes are also reshaping the market environment and nowadays technology up-gradation like E-HRM is coupled with market expansion and firm performance (Hwang & Min, 2013). So this is another factor affecting the E-HRM at implementation stage. Following the statement from one the participants of the present study also depicting the same:

"...we have to be up to date and we have to like sense what the environmental changes are coming according to our systems". (Respondent 10)

A firm that operates in a volatile market environment characterized by technological changes tends to enhance E-HRM implementation (Min & Hwang, 2013).

Qualitative data analysis Summary

The qualitative approach of this study provided rich detail about the different technological, organizational and environmental factors affecting the implementation of E-HRM in Pakistani private organizations. After performing thematic analysis, numerous themes, such as compatibility, complexity, and security, evolved. IT infrastructure emerged as a prominent theme of parent node technological factors. While in the case of organizational factors, themes of top management support, training, and organizational structure proved their strong existence. Lastly, themes of environmental factors identified as competitive pressure, external support, and market volatility identified their significance. The next chapter (Chapter 5) discusses current results, followed by implications, limitations, suggestions for future research directions, and conclusion.

Conclusion

This study's goal was to better understand the opportunities, challenges, and risks associated with seven significant aspects: technological, environmental, organizational, governmental, economic, legislative, and social. This study adds to the body of existing research by creating a thorough model of the variables affecting the adoption of e-HRM. This topic is still in its

early stages, and researchers must continue to put in their best efforts (Bondarouk, Parry, & Furtmueller, 2017; Bondarouk, Harms, & Lepak (2015; Johnsoni, Lukazewski, & Stone 2016; Marler, Parry 2016). Further, the recently presented model is not widely used in the Pakistani context. The authors provide more knowledge and awareness of the elements influencing the deployment of e-HRM as a result of the study's findings, and it describes the components of e-HRM systems in Pakistan. The results of this study provide a detailed overview of and further knowledge about the variables affecting the adoption of e-HRM in Pakistan. Additionally, considering these factors would help the decision-maker enhance and improve the Pakistani e-HRM system by aiding and supporting the system's users and managers by making the appropriate decisions in response to their needs. (Jaradat, 2013).

Research Limitations

There are only a few theoretical and empirical studies on Private organizations in Pakistan. The e-HRM solutions are adapted to each organization's needs and differ from organization and country to country. It is challenging to generalize this study's findings to all Pakistani organizations or developing nations. Additionally, the description in the section on research approaches concentrated on the qualitative way of data collection for this study. This methodology was chosen because of its positive aspects, which indicate a strong awareness of organizational and human challenges. However, the qualitative technique has drawbacks, including the fact that it takes a lot of time; the researchers spent a lot of time gathering data and analyzing the findings.

Future Research Recommendations

The empirical data in this study verified the model. Therefore, the research provided is not exceptional, and more advancement could be made. In light of the reflections and the constraints, the authors suggested the following further study and development be done: According to the research findings, e-HRM has advantages, disadvantages, and problems from each dimension (technological, environmental, organizational, political, economic, and legal). The researchers suggest that managers and decision-makers be given a questionnaire survey to fill out in order to examine these elements.

This will give the researchers access to the opinions of many participants. More implications and recommendations might be drawn from the questionnaire analysis to assist the decision-makers in making better selections regarding adopting e-HRM. The adoption of e-HRM in private case organizations is influenced by a wide range of users, both directly and indirectly. Another recommendation is to involve more stakeholders to ensure that the e-HRM system is implemented in a way that is more efficient and compatible with existing systems.

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