

Human Resource Practitioners and Non-HR Staff Members' Perceptions of e-HRM: A Case Study Conducted in a Private Sector Bank in Sri Lanka

G.G.A. Udeshika*

University of Peradeniya, Peradeniya, 20400, Sri Lanka

**aruniudeshika1998@gmail.com*

Employee attitudes play a critical role in the success of e-HRM in Sri Lanka, especially about concerns related to job security, job satisfaction, and employability. Understanding the perspectives of HR practitioners on e-HRM in the banking sector is essential for overcoming implementation barriers. However, there is limited data available on e-HRM adoption perceptions in Sri Lankan private sector banks. This study, conducted at ABC Bank in Sri Lanka, explores e-HRM practices and employee perceptions. The study employs qualitative research with an interpretivist philosophy and uses an inductive approach to collect insights from employees in private sector banks. It primarily focuses on ABC Bank for an in-depth investigation. Data is gathered through semi-structured interviews conducted via Zoom, lasting 30 to 60 minutes, and recorded and transcribed. Snowball sampling is used to identify suitable interviewees. Additionally, the study supplements interview data with a review of annual and stakeholder reports. Prior research indicates that dimensions of organizational readiness significantly influence the intention to use e-HRM. This aligns with the key finding that a positive technological culture at ABC organization, supported by skilled employees, innovation, resources, and favorable information policies, has led to a positive perception of e-HRM among HR practitioners and non-HR staff. HR practitioners value e-HRM adaptability and see it as a positive factor in performance and productivity. User-friendly interfaces and strategic tasks are seen as beneficial, but concerns include reduced HR interaction, job displacement, security issues, and adaptability challenges. Non-HR employees at ABC Bank highly value the e-HRM system for its features, user-friendliness, and accessibility. In conclusion, the research findings emphasize the importance of user-friendly systems, proper training, and top management support. Contrary to conventional beliefs, the study demonstrates that e-HRM can actually enhance productivity and strategic work, dispelling concerns about reduced face-to-face interactions.

Keywords: e-HRM, Perception, HR practitioners, Banking sector, Organizational readiness