

## Electronic Human Resource Management and Employees' Job Satisfaction of Pension Fund Administrators in Anambra State

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**Abstract:** *The global business environment is witnessing digital revolution, and traditional management practices are being replaced with the electronic methods. This study focused on electronic human resource management and employees' job satisfaction in selected pension fund administrators' offices in Anambra State. The study adopted descriptive survey research design. A sample of 151 was determined from a population of 243, using Taro Yamane's Statistical formula. The data gathered from the study were analyzed using descriptive and inferential statistics. Whereas descriptive statistics was used to analyze personal data of the respondents and provide answers to the research questions, inferential statistics of Pearson Correlation and Multiple regression analysis were used to verify the various claims of formulated null hypotheses. Major findings from the study suggest that electronic recruitment, electronic compensation and electronic performance management, have positive significant effects on employees' job satisfaction in the selected PFAs offices in Anambra State. The study concluded that Electronic human resource management promotes employees' job satisfaction which is a necessary condition for enhanced productivity. We recommended among others that management should improve on practice of electronic human resource management given its numerous benefits which includes efficiency in operational performance.*

**Keywords:** E-HRM, Internet, Job Satisfaction, Information/Communication Technology

## INTRODUCTION

Human resource management (HRM) is a concept that refers to the strategic and coherent approach to the management of an organization's most valued asset-the people working there who contribute to the achievement of the organization's objectives both individually and collectively. Before 1960s HRM was referred to as personnel administration. At that time it covered the basic human resource (HR) functions such as hiring, training, rewarding and evaluating employees. From 1960 to 1970 the concept shifted to HRM due to the industrial, technological and economic revolution. In the 1980s the concept of Strategic HRM was adopted when it was discovered it can be used to achieve competitive advantage. Strategic HRM refers to human resource that is difficult to imitate or replace (Mushfigur & Erhan, 2019). Electronic human resource management (E-HRM) became popular in the 1990s, which refers to adoption of internet in HRM transactions. The adoption of the internet in human

resource activities enables information to be passed online to the members of the organization realtime. Thus the E-HRM provides three important opportunities as a result of technological advancements: Dissemination of information, automation of transactions and transformation of HR functions. Feroman, Hepsi, Martanto & Riyanto (2022) aver that the success of E-HRM depends on the interaction of computers and humans. They added that many organizations that have adopted the E-HRM have placed technology at the center of HR procedures. The increased use of technology in e-HRM for interaction, communication and collaboration has resulted in creation of faceless environment.

Technology is increasingly becoming a part of our daily activities as could be found in the use of computers and the internet which has become a daily routine. The indulgence and involvement in technology is not limited to our private lives rather, it extends to our businesses. In the contemporary business environment, technology has become the basis for competition and achievement of competitive edge among business organizations. Information and communication technology (ICT) tools have been and are still being employed to make organizational processes not only faster but also more efficient (Mohammed, Tayabeh and Mina, 2016). Every department in an organization is important on its own right; however human resource (HR) department appears to be the most crucial of all due to its coordinating functions. In addition, human resource department contributes to an organization's survival by strengthening modern methods of employee recruitment, training and retention. In order to continue to be relevant and effective, many human resource departments in organizations are resorting to electronic-human resource management (E-HRM) model. It involves moving the traditional human resource tools, tasks and processes into the internet via a portal. Ahmad, Mohammad and Khaled (2022), assert that today's economy is knowledge and technology driven, which has made electronic human resource management a must in order to meet with the requirements and challenges in the twenty-first century.

The internet and web technology, which has enhanced the human resource management functions have come to stay. Mashfigur and Erhan (2019) added that E-HRM, which leads to changes in organizations, plays important roles, in improving organizational performance and effectiveness by developing intellectual capital, knowledge management and social capital. This further develops and improves human resource functions. One of such functions is the organizational database management system (DBMS) which makes human resource information available electronically. Nanariamina, Ika and Nuryakim (2022) note that over the years, human resource management has evolved from the traditional HR to a more technologically based occupation called electronic human resource management. In their opinion, technological advancement, technological innovation and internet have significantly altered the HR functions and practices by taking it to digitalized processes which are automated and data driven. The shift from the human intervention to the automated interface has the desired effect of assisting firms to perform better. Digital transformation is one area

where businesses excel and automation has become imperative as it often results in digital impacts on the whole business functions. Although the primary motive of implementing E-HRM is to optimize procedures in carrying out management functions, other positive benefits have also been found to associate with and include the provision of better quality services, increase in productivity and overall enhanced performance of organizations.

### **Statement of the Problem**

Since the invention of the internet, a new era in human resource management known as electronic human resource management (E-HRM) emerged. Organizations strive to ensure that their staff is highly motivated, satisfied and willing to put in their best. Job satisfaction drives commitment and enhanced performance and it is influenced by many factors such as pay practice, quality of employees' relationship with the supervisors, quality of physical work environment (office ergonomics), training and development among others. The electronic human resource management appears to hold great potential for business success. But despite the potentials from E-HRM, results from past studies indicate that many organizations are still holding fast to the traditional human resource management practices. Such studies include but not limited to: (Uwizeyemungu and Bukonda, 2020; Singh and Sharma, 2017; Kumar and Sing, 2016 and Olufemi and Durodola, 2018). However, to the best of our knowledge, none of these studies reviewed took place in Anambra State, and none was titled: Electronic Human Resource Management and Employees' Job satisfaction of Pension Fund Administrators in Anambra State. This study thus fills the gap in literature by incorporating electronic recruitment method, electronic compensation system and electronic performance management as proxies for E-HRM in relation to job satisfaction as dependent variable.

### **Objectives of the Study**

The broad objective of the study was to examine the effect of electronic human resource management on employees' job satisfaction, using pension fund administrators in Anambra State as the area of study. The specific objectives are to:

- (i) Examine the effect of electronic recruitment on employees' job satisfaction in pension fund administrators' offices in Anambra State.
- (ii) Ascertain the influence of electronic compensation on employees' job satisfaction in pension fund administrator's offices in Anambra State.
- (iii) Evaluate the effect of electronic performance management on employees' job satisfaction in pension fund administrators' offices in Anambra State.

### **Research Questions**

The following research questions were raised to guide the study.

- (i) What is the effect of electronic recruitment on employees' job satisfaction in pension fund administrators' offices in Anambra State?

- (ii) How does electronic compensation influence employees' job satisfaction in pension fund administrators' offices in Anambra State?
- (iii) To what extent does electronic performance management affect employees' job satisfaction in pension fund administrators' offices in Anambra State?

### **Research Hypotheses**

To meet the objectives of the study, the following hypotheses were formulated:

- (i) Electronic recruitment does not have significant effect on employees' job satisfaction in pension fund administrators' offices in Anambra State.
- (ii) Electronic compensation does not have significant influence on employees' job satisfaction in pension fund administrators' offices in Anambra State?
- (iii) Electronic performance management does not have significant effect on employees' job satisfaction in pension fund administrators' offices in Anambra State?

### **Significance of the Study**

The study has both theoretical and empirical significance. From the theoretical perspective, it will add substantially to the existing stock of literature in the related area thereby expanding the frontiers of knowledge. On the other hand, the empirical significance stems from the fact that many categories of people will benefit from the outcome of the study, especially as it has been observed that there is scarcity of studies in the area. Among those that will benefit from the study are:

1. The Management: Management of the organizations would be sufficiently enlightened on how electronic human resource management can be made more effective in their operations to facilitate goal achievement.
2. The Employees: The employees of the organizations would be given insight on how they can benefit from electronic human resource management in the organizations where they work.
3. The General Public: The general public will benefit from the efficient services that will accompany effective electronic human resource management implementation.
4. Students: This category of people will benefit from the study immensely because it will serve as a good starting point for those who might want to carry out further studies in the area.
5. The Researcher: The findings of the study will equally be of immense benefit to the researcher himself as it would increase his stock of knowledge and the work would in due course be cited by many authors who might find it interesting.

### **Scope of the Study**

The study covered selected pension fund Administrators (PFAs) in Anambra State. The identified PFAs in the state are: Crusader Pension Limited, FCMB Pension Limited, Leadway Pension Limited, Fidelity Pension Managers Limited, IBTC Pension Managers Limited,

Guarantee Trust Pension Managers Limited and Premium Pension Managers Limited, all located within Awka metropolis, Anambra State. The dependent variable is employees' job satisfaction and the proxies for independent variables are electronic recruitment, electronic compensation and electronic performance management. The study sought to determine the effect of electronic human resource management on employees' job satisfaction, which eliminates negative work attitudes which include absenteeism, lateness to work, turnover intentions, etc.

## **Conceptual Review**

### **Electronic Human Resource Management (e-HRM)**

This is the use of web-based technologies to provide human resource services in organizations. It embraces e-recruitment and e-learning, the first fields of human resource management to make extensive use of web-based technology. Panos and Bellou (2016) observe that e-HRM is a means to incorporate numerous HRM and IT undertakings within enterprises to try to progress staff working environment and the performance of the enterprises. Similarly, Johnson, Lukaszewski & Stone (2016) outlined e-HRM as the operation and supply of HR functionality supported by a human resource information system (HRIS), which attaches staff, candidates, administrators and choices they create to make organizations function effectively. Rajalakshmi and Gomathi (2016), while referring to the work of Strohmer, define electronic human resource management (E-HRM) as the application of information technology (IT) for both networking and supporting at least two individuals or collective actors in their shared performance of human resource activities. To Chamaru (2010), the concept can better be described as the adoption of technology in delivering human resource practices due to the digital revolution in the world of business and other fields of endeavor. It is important to mention at this point that E-HRM is different from human resource information system (HRIS). Bondarouk and Ruel (2009) inform that HRIS is a specialized information system within the functional area of the organization, designed to support the planning, administration, decision-making and control activities of human resource management. In other words, HRIS is a system to acquire, store, manipulate, analyze retrieve and distribute important information about an organization's human resource. Thus, while the HRIS is limited to the HR department, the E-HRM reaches the whole organization.

### **Electronic Recruitment**

Johnson, Lukaszewski & Stone (2016) state that e-recruitment is the utilization of the internet to appeal to job-seekers and empower them to submit their application for employment through the internet. It provides the candidates the opportunity of utilizing PCs, Laptops or smart devices to route websites to know about jobs and to upload their CVs. The concept has equally been defined as the process of finding and hiring the best qualified candidate (from within or outside of an organization) for a job opening in a timely and cost effective manner

(Bhupendra and Swati, 2015). Armstrong (2009) defines e-recruitment as a process that uses the internet to advertise or post vacancies, provide information about the jobs and the organization and enable e-mail communication to take place between employers and the candidates. In his opinion, the function of e-recruitment is to make the processes more productive as well as less expensive. The recruitment process includes activities such as analyzing job requirements, attracting candidates, screening applicants, hiring and welcoming the new employees to the organization. It is the practice of using web-based resources for tasks involved in searching, attracting, assessing, interviewing and hiring new employees (Okolie, 2017).

### **Electronic Compensation**

E-compensation is a digitalized form of compensation management practice. It refers to an electronic compensation management system which represents a web-enabled approach to an array of compensation tools that enables an organization to gather, store and manipulate employees' compensation data. It has equally been described as the process by which organizations use digital and emerging technologies to support compensation planning and administration by which employees are motivated and rewarded. The concept is used to communicate data about benefit options to employees and it provides them with an opportunity to select benefit plans online (Epebinu, Adepoju and Ajayi, 2022). In a related development, Gucutal and Falbe (2005) cited in Epebinu et al (2022), described e-compensation as web-based software tools that enable managers to effectively design, administer and communicate compensation programs within the organization. They informed that the online systems, facilitate the use of flexible benefits and benefit packages that, given their self-service feature allow employees the opportunity to alter their benefit packages as their needs change. In recent years, organizations that know about the benefits of e-compensation have increasingly been adopting it in the belief that doing so would achieve administrative and strategic benefits, including reduction in the cost of operations as well as service improvement (Bondarouk, Parry and Furtmueller, 2017).

### **Electronic Performance Management**

E-performance management system is a web-based tool that automates the performance management processes, using computer systems, electronic media and networks. It makes the performance review process easier by placing it in the hands of managers. It is the IT enabled performance management system (PMS), which integrate strategies, policies and practices of the organization with the performance management process (Bhattacharyya, 2017). The process enables faster measurements of indicators of performance and therefore, it leads to efficiency in the performance appraisal process and provides permanent records which are transparent, leading to a motivated workforce and therefore increasing employees' performance. It provides accurate estimation of employees' productivity, which helps in



establishing promotion plans and compensation programs. E-performance management system also provides flexible application components to develop and establish individual performance policies, long term performance management objectives and performance oriented compensation strategies. So, using e-performance management, the goals of the organization are linked to the balanced scorecard elements, giving the organization an overall view of performance capability from departments, sub-departments and down to the individuals (Njeje, Chepkilot and Ochieng, 2018).

### **Job Satisfaction**

Said (2019) perceives job satisfaction as emotional affective response to a job or specific aspects of the job. The employee will contribute to the organization's human resources development or resist it depending on the perceived level of job satisfaction. Oyeniyi, Afolabi and Olayanju (2014) posit that E-HRM best practices are aimed at improving the overall performance of the employees within the organization, ultimately resulting in increased organizational performance through job satisfaction. They also mentioned several factors that could affect job satisfaction: selection process, performance appraisal, compensation, job design, participation in decision making, information sharing, labor management participation etc. Mir, Mohammad, Nimalathasan and Sadia (2010) saw job satisfaction as pleasing or emotional state resulting from the evaluation of a person's job. It is the individual's general attitude regarding his or her job. They identified employees' needs and desires, social relationships, perceived long range opportunities and perceived opportunities elsewhere etc. as determinants of job satisfaction. Job satisfaction affects organizational commitments, turnover, absenteeism, tardiness, accidents and grievances. Hans and John (2022) state that management techniques and job satisfaction are important factors that affect organizational effectiveness. The researchers added that despite the emphasis laid on job satisfaction there have been cases of strikes which are indications of underlying issues.

### **Pension Fund Administrators**

The pension fund was established to ensure the welfare of workers after retirement. Pension is the payment made by an employer to the employee after his retirement or to his next of kin after his death. The pensions take care of the employee at loss of employment, retirement, invalidity or death. The earlier method was Defined Pension Scheme (Pay-As-You-Go). The Pension Reform Act of 2004 made by Obasanjo administration introduced the Contributory Pension Scheme (CPS). The major actors are the: National Pension Commission (PENCOM), Pension Fund Administrators (PFAs), Closed Pension Fund Administrators (CPFAs) and Pension Fund Custodians (PFCs). The PENCOM regulates, supervises and ensures effective implementation of the pension scheme. The PFAs are basically private limited liability companies licensed to manage pension funds e.g. through investments. PFCs are banks licensed to hold pension fund assets on behalf of PFAs. PFAs are permitted to invest their

funds in federal and state government bonds, government treasury bills, corporate bonds, preference shares, bank deposits and ordinary shares of listed companies (Ogwumike, 2008).

## **Empirical Review**

Scholars and Researchers alike have investigated the essentials of electronic human resource management on businesses. Amongst these studies are Shayista, Sabzar and Sabiya (2020) who explored electronic human resource management: Needs of the hour. The study aimed at investigating the concept and relevance of electronic human resource management (E-HRM) in the contemporary business world. The study used descriptive research design. The research revealed that E-HRM, an approach to executing HR strategies, policies and practices in organizations through a conscious and direct support of web based technology has managed to garner strategic significance for achieving competitive advantage as well as increasing the HR functions. It has the potential to enhance efficiency within the HR department thereby allowing the human resource to become a strategic partner in achieving organizational effectiveness. The study identified and discussed various outcomes of adopting E-HRM in detail. In addition, various E-HRM practices like e-recruiting, e-selection, e- training, e-performance appraisal and e-compensation remained in focus. The research also revealed certain technologies, organizational factors that have significant bearing on the successful implementation of E-HRM. As people are the most vital resource of the organization, the study suggested the need to convince people to accept E-HRM.

Musfigur and Erhan (2019) conducted a research on organizational challenges and benefits of E-HRM implementations in governmental organizations: Theoretical shift from Technology-Organization-Environment (TOE) model in Bangladesh. The main purpose of the article was to extend the organizational context of TOE through understanding the challenges and benefits of e-HRM implementation in governmental organizations in Bangladesh. The main contribution of the research perspective was to demonstrate a theoretical shift from the 1990s to 2018 because advanced technology is a critical part of organizations in the current century. The researchers conducted 30 semi-structured qualitative interviews (15 in each organization) at the ministry of Foreign Affairs and Ministry of Public Administration in Bangladesh. The researchers found Information Technology (IT) and Informal Linking Structures, communication processes as some of things that affect e-HRM. The research provided a theoretical contribution to the previous TOE model and developed the model based on the current technology and environment.

Nemanja, Biljana and Sandra (2018) studied electronic human resource management (E-HRM): A concept for digital age in the Republic of Serbia. The aim of the paper was to highlight the importance of the concept of E-HRM. Quantitative and qualitative research design was used. The research was based on the data of Cranet research, the international network of business schools. The standardized questionnaire used in the research was divided



into six parts: HRM activities in an organization, staffing practices, employee development, compensation and benefits, relationship with employees and communications, and organizational details. Data analysis was done using the SPSS statistical program by using descriptive statistics and the Spearman's Chi-Square test. The research showed that 58% of organization's in Serbia in a sample of 160 companies use E-HRM for the implementation of HRM activities. The research concluded that the application of E-HRM increases the efficiency and effectiveness in the workplace.

### **Summary of Reviewed Literature**

The literature was partitioned into four main sections namely; conceptual review, theoretical exposition, theoretical framework and empirical review. From the conceptual review perspective, some major concepts such as electronic human resource, management, electronic recruitment, electronic compensation, electronic performance management, job satisfaction and pension fund administrators were scholarly defined to ensure that concepts meaning are exactly as in the context of use. With regard to theoretical exposition, the relationships between the specific objectives or proxies of electronic human resource management and job satisfaction as the dependent variable were clearly explained in the section. The theoretical framework section is the theory upon which the study was anchored. Resource Base View Theory was considered very adequate for the study because its framework was found suitable in analyzing/explaining the issues under investigation. Finally, the empirical review section of the literature dwelt on past related studies which facilitated the establishment of gap as well as helped in measuring consistency between the present and past works.

### **Theoretical Review**

Resource Based View Theory (RBVT) was made more popular by (Penrose, 2009). He proposed a model on the effective management of firm's resources, diversification strategy and productive opportunities. Resource Based View Theory (RBVT) points out that the most valuable resources of organizations are their human resources. Since the human resources could be unique, difficult to imitate, valuable and imperfectly substitutable, they could give competitive advantage to their organizations. Thus E-HRM practices such as e-recruiting, e-training etc. could help organizations make optimal use of the knowledge, skills and competencies of their staff. Seidmehdi, Afreza, Leila, Hassan and Alimeza (2014), pointed out that flexibility in human resource management should be part of organizational readiness for environmental adaptability. On the resource based view theory; Tanya, Emma and Elfi (2017), state that organizations with unique internal resources which competitors find difficult to imitate can have significant competitive advantage. Said (2019) posit that the way in which an organization manages its human resources is expected to be a primary determinant of its success. Utami & Alamanos (2023) add that to protect their competitive advantage organizations should acquire new skills, continually recombine and reconfigure organizational resources and create new applications to meet market demands.

### **Relevance of the Theory to the Study**

The Resource-Based View Theory (RBVT) introduced by Barney (1991) and Wernerfelt (1984), emphasizes that an organization's internal resources and capabilities drive its competitive advantage and performance. In the context of electronic human resource management and employee job satisfaction, the RBVT provides a valuable framework for analyzing the strategic implications of E-HRM on human capital. The RBVT highlights the importance of human capital as a valuable, rare and inimitable resource. E-HRM enables organizations to optimize human capital leading to improved employee productivity,

enhanced job satisfaction, increased organizational commitment and better talent retention. The Resource-Based View Theory provides a valuable framework for examining the impact of Electronic Human Resource Management on employee job satisfaction. By leveraging RBVT, researchers and practitioners can better understand the strategic implications of E-HRM on human capital, organizational culture and technology.

## METHODOLOGY

The study adopted descriptive survey research design. The population of the study was 234 members of staff of pension funds administrators' offices in Anambra state.

**Table 3.1: Population and Sample Distribution**

| S/N          | Pension Office     | Population | Sample Allocation | % of Total |
|--------------|--------------------|------------|-------------------|------------|
| 1.           | Crusader Pensions  | 29         | 18                | 12         |
| 2.           | FCMB Pensions      | 33         | 21                | 14         |
| 3.           | Leadway Pensions   | 41         | 25                | 17         |
| 4.           | Fidelity Pensions  | 35         | 22                | 14         |
| 5            | IBTC Pensions      | 37         | 23                | 15         |
| 6.           | Guarantee Pensions | 39         | 24                | 16         |
| 7.           | Premium Pensions   | 29         | 18                | 12         |
| <b>Total</b> |                    | <b>243</b> | <b>151</b>        | <b>100</b> |

**Source:** Field Survey, 2024

## Instruments of the Study

The questionnaire designed to reflect five (5) point modified Likert scale of strongly agree, agree, disagree, strongly disagree and undecided was to elicit information from the respondents. The instrument was both face and content validated. The reliability of the instrument was established through the method of test re-test and Spearman rank order correlation. The results of the analysis showed coefficients of 0.80, 0.83 and 0.90 for the three research questions respectively with an average coefficient of 0.84 thus showing that the instrument is 84 percent reliable, which is acceptable. The data generated in the study were analyzed quantitatively through descriptive statistical tools and the hypotheses tested using inferential statistics (Pearson correlation and multiple regression analysis). All tests were conducted at 0.05 level of significance.

### Model Specification

The study examined the effect of e-human resource management on employees' job satisfaction using e-recruitment, e-compensation and e-performance management as proxies for the independent variables and job satisfaction as dependent variable. Therefore, the functional relationships are:

$$JS = f(E\text{-}RC, E\text{-}COM, E\text{-}PM)$$

Econometrically, it becomes:

$$JS = \alpha_0 + \alpha_1 E\text{-}RC + \alpha_2 E\text{-}COM + \alpha_3 E\text{-}PM + \mu_t$$

Where:

JS = Job satisfaction

$\alpha_n$  = The intercept

$\mu_t$  = The Stochastic error margin or white noise

E – RC = Electronic recruitment

E-Com = Electronic compensation

E – PM = Electronic performance management

$\alpha_i$ 's are the coefficients of the independent variables.

The expected signs or a priori are:

$$\alpha_1 > 0, \alpha_2 > 0 \text{ and } \alpha_3 > 0$$

or

$$\alpha_i\text{'s} > 0$$

**Decision Rule for Regression Coefficients:**

## 1. Significance (p-value):

- (i)  $p < 0.05$ : Reject null hypothesis ( $H_0$ ). The coefficient is statistically significant.
- (ii)  $P \geq 0.05$ : Don't reject  $H_0$ . The coefficient is not statistically significant.

**Decision Rule for F-Statistic (F-value):**

- (i)  $F\text{-value} > F\text{-Critical}$ : Reject  $H_0$ . The model is statistically significant.
- (ii)  $F\text{-value} \leq F\text{-Critical}$ : Don't reject  $H_0$ : The model is not statistically significant

**Data Presentation and Analysis****Demographic Characteristics of the Respondents**

The personal data of the respondents were presented and analyzed in this section of the analysis. The features include gender, age, educational attainment, organizational tenure, etc. The essence is to ascertain the suitability or otherwise of the respondents in discussing the issues involved in electronic human resource management and employees' job satisfaction in the private sector organizations.

**Table 4.1: Demographic Characteristics of the Respondents**

| S/N | Demographic Features |              | Frequency  | Percentage of Total |
|-----|----------------------|--------------|------------|---------------------|
| 1.  | Gender:              | Male         | 78         | 53.8                |
|     |                      | Female       | 67         | 46.2                |
|     |                      | <b>Total</b> | <b>145</b> | <b>100.0</b>        |

|    |                         |            |              |
|----|-------------------------|------------|--------------|
| 2. | Age bracket (in 18 – 27 | 9          | 6.2          |
|    | completed years):       |            |              |
|    | 28–37                   | 27         | 18.6         |
|    | 38–47                   | 67         | 46.2         |
|    | 48–57                   | 29         | 20.0         |
|    | 58 and above            | 13         | 9.0          |
|    | <b>Total</b>            | <b>145</b> | <b>100.0</b> |

## 3. Educational Attainment:

|    |                        |            |              |
|----|------------------------|------------|--------------|
|    | WAEC                   | 7          | 4.8          |
|    | OND/NCE                | 29         | 20.0         |
|    | HND/First Degree       | 91         | 62.8         |
|    | Higher Degrees         | 18         | 12.4         |
|    | <b>Total</b>           | <b>145</b> | <b>100.0</b> |
| 4. | Organizational Tenure: |            |              |
|    |                        |            |              |

(in years)

|                                   |            |              |
|-----------------------------------|------------|--------------|
| Below 5 yrs                       | 10         | 6.9          |
| 5 – 10 yrs                        | 31         | 21.4         |
| 11 – 15 yrs                       | 47         | 32.4         |
| 16 and above yrs                  | 57         | 32.4         |
| <b>Total</b>                      | <b>145</b> | <b>100.0</b> |
| <b>Source: Field Survey, 2024</b> |            |              |

The analysis of respondents' personal data presented in Table 4.1 shows that the sample consists of 78 males representing 53.8 percent of the entire sample, an indication that there were more male respondents in the sample than there were females. With respect to age bracket, 103 respondents representing 71 percent of the sample are within the age bracket of 18 to 47 years and it means that the sample consists of people who are relatively young. With regard to the educational attainment of the respondents, 138 respondents representing 95.2 percent of the respondents have qualifications ranging from Ordinary National Diploma (OND) or National Certificate of Education (NCE) to higher degrees, thus showing that the sample consists of those who are fairly literate. Finally, the analysis of the organizational tenure of the respondents showed that 135 of them representing 93.1 percent have worked in their respective organizations for upward of five years and above. The implication of this analysis therefore, especially with regard to educational qualification and organizational tenure, is that the respondents can adequately discuss all issues relating to the subject-matter of the study.

### Answer to Research Questions

#### Research Question One

This research question sought to determine whether electronic recruitment has effect on employees' job satisfaction. Accordingly, the opinion of the respondents on it are presented in Table 4.2

**Table 4.2: Electronic Recruitment and Employees' Job Satisfaction**

| S/N | Items of the Questionnaire   | Likert Scale Option |        |        |      |       | Total |
|-----|--|---------------------|--------|--------|------|-------|-------|
|     |  | SA                  | A      | D      | SD   | UND   |       |
| 1.  | The use of electronic means in recruitment reduces cost of recruitment and allows for wider access to the applicants which | 45                  | 60     | 20     | 15   | 5     | 145   |
|     |  |                     | (41.4) | (13.8) | 10.3 | (3.4) | (100) |
|     |  |                     | (31.0) |        |      |       |       |



|                            |  |               |               |               |              |              |              |
|----------------------------|--|---------------|---------------|---------------|--------------|--------------|--------------|
|                            | enhances employees' job satisfaction   |               |               |               |              |              |              |
| 2.                         | E-recruitment permits the employing organization to have access to the most qualified candidates for the advertised job opening thereby                            | 50<br>(34.5)  | 67<br>(46.2)  | 15<br>(10.3)  | 10<br>(6.9)  | 3<br>(2.1)   | 145<br>(100) |
|                            | improving employees' job satisfaction  |               |               |               |              |              |              |
| 3.                         | The process reduces the cost of recruitment by enhancing candidates pool and shortening the processes of employment and this generates job satisfaction            | 40<br>(27.6)  | 70<br>(48.3)  | 18<br>(12.4)  | 10<br>(6.9)  | 7<br>(4.8)   | 145<br>(100) |
| 4.                         | E-recruitment is effective and efficient because it tends to eliminate all forms of bias as a result of human influence which improves employees' job satisfaction | 55<br>(37.9)  | 63<br>(43.4)  | 16<br>(11.0)  | 6<br>(4.1)   | 5<br>(3.4)   | 145<br>(100) |
| 5.                         | Owing to its wider reach, it encourages workplace diversity which has great influence on employees' job satisfaction.  | 49<br>(33.8)  | 60<br>(41.4)  | 20<br>(13.8)  | 10<br>(6.9)  | 6<br>(4.1)   | 145<br>(100) |
| <b>Total</b>               |  | <b>239</b>    | <b>320</b>    | <b>89</b>     | <b>51</b>    | <b>26</b>    | <b>725</b>   |
| <b>Percentage of Total</b> |  | <b>(33.0)</b> | <b>(44.1)</b> | <b>(12.3)</b> | <b>(7.0)</b> | <b>(3.6)</b> | <b>100</b>   |

**Note:** (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided). (Figures in parentheses are percentages). Source: Field Survey, 2024

From Table 4.2, it could be seen that 33 percent of the respondents on the average strongly agreed with the statement of the items, 44.1 percent also agreed but not strongly, 12.3 percent of them disagreed, 7 percent strongly disagreed while 3.6 percent of them had no opinion on all the issues raised in the section. But apart from averages, there are also variations across the items. For instance, whereas 31 percent and 41.2 percent strongly and merely agreed with item 1, 34.5 percent and 46.2 percent did so respectively for item 2.

**Research Question Two:**

This research question wants to establish whether the electronic compensation has effect on employees' job satisfaction in the organization. Accordingly, the opinions of the respondents on it are presented below.

**Table 4.3: Electronic Compensation and Employees' Job Satisfaction**

| S/N          | Items of the Questionnaire   | Likert Scale Option |              |              |              |            | Total        |
|--------------|--|---------------------|--------------|--------------|--------------|------------|--------------|
|              |  | SA                  | A            | D            | SD           | UND        |              |
| 1.           | E-compensation is the use of internet or intranet for compensation, planning and management and it enhances employees' job satisfaction.   | 45<br>(31.0)        | 60<br>(41.4) | 20<br>(13.8) | 15<br>(10.3) | 5<br>(3.4) | 145<br>(100) |
| 2.           | With e-compensation, managers can easily design and administer compensation effectively and efficiently in the organization which enhances job satisfaction.                                       | 57<br>(39.3)        | 62<br>(42.8) | 20<br>(13.8) | 3<br>(2.1)   | 3<br>(2.1) | 145<br>(100) |
| 3.           | It enables stakeholders to get information about compensation real time and it gives job satisfaction to the employees because it is equitable.  | 49<br>(33.8)        | 70<br>(48.3) | 18<br>(12.4) | 5<br>(3.4)   | 3<br>(2.1) | 145<br>(100) |
| 4.           | Compensation planning is the process of ensuring that organizations allocate salaries, salary increases and other benefits equitably and employees are satisfied with it when electronically done. | 50<br>(34.5)        | 65<br>(44.8) | 20<br>(13.8) | 5<br>(3.4)   | 5<br>(3.4) | 145<br>(100) |
| 5.           | Job satisfaction drives productivity and e-compensation drives job satisfaction in the organization.   | 59<br>(40.7)        | 67<br>(46.2) | 13<br>(9.0)  | 4<br>(2.8)   | 2<br>(1.4) | 145<br>(100) |
| <b>Total</b> |  | <b>260</b>          | <b>324</b>   | <b>91</b>    | <b>32</b>    | <b>18</b>  | <b>725</b>   |

|                            |               |               |               |              |              |            |
|----------------------------|---------------|---------------|---------------|--------------|--------------|------------|
| <b>Percentage of Total</b> | <b>(35.9)</b> | <b>(44.7)</b> | <b>(12.6)</b> | <b>(4.4)</b> | <b>(2.5)</b> | <b>100</b> |
|----------------------------|---------------|---------------|---------------|--------------|--------------|------------|

**Note:** (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND =

Undecided). (Figures in parentheses are percentages). Source: Field Survey, 2024

Table 4.3 shows that 35.9 percent of the respondents on the average strongly agreed with all the statement of the items, 44.7 percent of them merely agreed, 12.6 disagreed, 4.4 percent of them strongly disagreed and 2.5 percent of them were indifferent on all the issues raised in the section. However, across the items, there are variations as could be seen from items 2 and 3. Whereas 39.3 percent and 42.8 percent respectively strongly and merely agreed with item 2, 33.8 percent and 48.3 percent did so for item 3 respectively.

### Research Question Three

Research question three wants to find out if electronic performance management has effect on employees' job satisfaction. Accordingly, the opinions of the respondents concerning it are presented below.

**Table 4.4: Electronic Performance Management and Employees' Job Satisfaction**

| S/N | Items of the Questionnaire   | Likert Scale Option |              |              |             |            | Total        |
|-----|--|---------------------|--------------|--------------|-------------|------------|--------------|
|     |  | SA                  | A            | D            | SD          | UND        |              |
| 1.  | Electronic performance management aims at maximization of employees' performance but that cannot be achieved if there is no job satisfaction.                    | 51<br>(35.2)        | 69<br>(47.6) | 20<br>(13.8) | 3<br>(2.1)  | 2<br>(1.4) | 145<br>(100) |
| 2.  | Human resource is the most important of all the resources in the organization and its effective management determines the outcome which affects job satisfaction | 60<br>(41.4)        | 60<br>(41.4) | 15<br>(10.3) | 5<br>(3.4)  | 5<br>(3.4) | 145<br>(100) |
| 3.  | Electronic performance management reduces paper work, time and costs and enables employees to be satisfied at their jobs.  | 48<br>(33.1)        | 59<br>(40.7) | 20<br>(13.8) | 10<br>(6.9) | 8<br>(5.5) | 145<br>(100) |
| 4.  | It helps to provide clear policies and training on performance to enhance  | 55                  | 60           | 20           | 5           | 5          | 145          |

|   |               |               |               |              |              |            |
|---|---------------|---------------|---------------|--------------|--------------|------------|
| job satisfaction and commitment as a consequence.   | (37.9)        | (41.4)        | (13.8)        | (3.4)        | (3.4)        | (100)      |
| 5. Electronic performance management  |               |               |               |              |              |            |
| introduces efficiency in the  | 51            | 69            | 20            | 3            | 2            | 145        |
| management of employees' performance to realize organizational goals and job satisfaction | (35.2)        | (47.6)        | (13.8)        | (2.1)        | (1.4)        | (100)      |
| <b>Total</b>  | <b>265</b>    | <b>317</b>    | <b>95</b>     | <b>26</b>    | <b>22</b>    | <b>725</b> |
| <b>Percentage of Total</b>  | <b>(36.6)</b> | <b>(43.7)</b> | <b>(13.1)</b> | <b>(3.6)</b> | <b>(3.0)</b> | <b>100</b> |

**Note:** (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND =

Undecided). (Figures in parentheses are percentages). Source: Field Survey, 2024

From Table 4.4, it could be seen that 36.6 percent of the respondents on the average strongly agreed with the statement of all the items, 43.7 percent of them also agreed but not strongly, 13.1 percent disagreed, 3.4 percent strongly disagreed and 3 percent of them had no opinion on all the issues raised in the section. Also, across the items there are variations as could be seen from items 4 and 5. Whereas 37.9 percent and 41.4 percent strongly and merely agreed with item 4, 35.2 percent and 47.6 percent did so for item 5.

**Table 4.5: Dependent Variable: Employees' Job Satisfaction**

| S/N   | Items of the Questionnaire  | Likert Scale Options |              |              |             |            | Total        |
|-------|---|----------------------|--------------|--------------|-------------|------------|--------------|
|       |   | VGE                  | GE           | ME           | LE          | VLE        |              |
| 1.    | To what extent do you agree that electronic recruitment can lead to job satisfaction?         | 50<br>(34.5)         | 67<br>(46.2) | 15<br>(10.3) | 10<br>(6.9) | 3<br>(2.1) | 145<br>(100) |
| 2.    | To what extent do you think electronic compensation can lead to job satisfaction?             | 40<br>(27.6)         | 70<br>(48.3) | 18<br>(12.4) | 10<br>(6.9) | 7<br>(4.8) | 145<br>(100) |
| 3.    | To what extent do you believe electronic performance management can lead to job satisfaction? | 55<br>(37.9)         | 63<br>(43.4) | 16<br>(11.0) | 6<br>(4.1)  | 5<br>(3.4) | 145<br>(100) |
| Total |   | 145                  | 200          | 49           | 26          | 15         | 435          |

Percentage of Total (33.3) (46.0) (11.3) (6.0) (3.4) (100)

**Note:** (VGE = Very great extent; GE = Great extent; ME = Moderate extent; LE = Low extent and VLE = Very Low extent). (Figures in parentheses are percentages). Source: Field Survey, 2024

**Table 4.5: Correlation Analysis**

|                                   |                             | Correlation Matrix    |                        |                         |                                   |
|-----------------------------------|-----------------------------|-----------------------|------------------------|-------------------------|-----------------------------------|
| Variables                         |                             | Employee Satisfaction | Electronic Recruitment | Electronic Compensation | Electronic Performance Management |
| Employee Satisfaction             | Pearson                     | 1                     | .501**                 | .625**                  | .609**                            |
|                                   | Correlation Sig. (2-tailed) |                       | .000                   | .000                    | .000                              |
|                                   | N                           | 145                   | 145                    | 145                     | 145                               |
| Electronic Recruitment            | Pearson                     | .501**                | 1                      | .319*                   | .473*                             |
|                                   | Correlation Sig. (2-tailed) | .000                  |                        | .001                    | .012                              |
|                                   | N                           | 145                   | 145                    | 145                     | 145                               |
| Electronic Compensation           | Pearson                     | .625**                | .319*                  | 1                       | .592**                            |
|                                   | Correlation Sig. (2-tailed) | .000                  | .001                   |                         | .000                              |
|                                   | N                           | 145                   | 145                    | 145                     | 145                               |
| Electronic Performance Management | Pearson                     | .609**                | .473*                  | .592**                  | 1                                 |
|                                   | Correlation Sig. (2-tailed) | .000                  | .012                   | .000                    |                                   |
|                                   | N                           | 145                   | 145                    | 145                     | 145                               |

\*\* Correlation is significant at 0.05 level (2-tailed).

\* Correlation is significant at 0.01 level (2-tailed).

The correlation matrix between the dependent and proxies for independent variables showed positive and strong correlation coefficients, especially between the dependent and independent variables. However, positive but weak relationships equally exist among the independent variables. It is worthy of note that the results of the analysis did not indicate presence of multi- co linearity or orthogonal relationships, which if present in the results could have prevented the multiple regression analysis on the data.

**Table 4.6: The Analysis of Variance (ANOVA) for the Model**

| ANOVA <sup>a</sup>  |           |                |             |         |                   |
|---------------------|-----------|----------------|-------------|---------|-------------------|
| Source of Variation | Df        | Sum of Squares | Mean Square | F-ratio | Sig.              |
| Regression          | 4         | 159.608        | 39.902      | 21.900  | .000 <sup>a</sup> |
| Residual            | 70        | 127.509        | 1.822       |         |                   |
| <b>Total</b>        | <b>74</b> | <b>287.117</b> |             |         |                   |

a. Predictor: (constant), e-recruitment, e-compensation and e-performance management.

b. Dependent variable: Employees' Job Satisfaction

The ANOVA result presented in Table 4.6 above showed that F-Statistic with a value of 21.900 is statistically significant because  $P_{0.000}$  is less than  $P \leq 0.05$ . Therefore, the model is considered fit and valid for predictions.

**Table 4.7: Summary of Regression Results**

| Model | R     | R <sup>2</sup> | Adjusted R-Square | Standard Error of the Estimate | Durbin Watson Stat. |
|-------|-------|----------------|-------------------|--------------------------------|---------------------|
| I     | 0.571 | 0.523          | 0.497             | 0.43620                        | 0.901               |

a. Predictor: (constant),e-recruitment, e-compensation and e-performance management.

The regression results summary presented in Table 4.7 showed that regression coefficient represented by 'R' in the table with a value of 0.571 is an indication that 57.1 percent relationship exists between the dependent and independent variables. Similarly, the coefficient of determination represented by 'R<sup>2</sup>' in the table with a value of 0.523 implies that 52.3 percent variation in the dependent variable can be explained by the independent variables. In the same vein, the Durbin Watson Statistic of 0.901 is an indication that there is no presence of autoserial correlation in the data as indicated earlier with the multicollinearity and orthogonal explanations.



**Table 4.8: Summary of Regression Coefficients, t-values and Probability Levels**

| Model                    | Unstandardized Coefficients |            | Standardize d Coefficients | t-value | Sig. |
|--------------------------|-----------------------------|------------|----------------------------|---------|------|
|                          | B                           | Std. Error | Beta                       |         |      |
| 1(Constant)              | .185                        | .305       | -                          | -608    | .475 |
| E-recruitment            | .362                        | .075       | .401                       | 10.181  | .000 |
| E-compensation           | .405                        | .059       | .511                       | 4.265   | .000 |
| E-performance management | .497                        | .067       | .472                       | 2.814   | .010 |

a. Dependent Variable: Employees' Job Satisfaction  
**Test of Hypotheses**

The hypotheses formulated to guide the objectives of the study as well as strengthen the analysis were re-stated and verified in this section, using the regression coefficients, t-values and the significance levels presented in Table 4.8.

### Re-Statement of the Hypotheses

- Ho: E-recruitment does not have significant effect on employees' job satisfaction in PFAs offices in Anambra State.

H<sub>1</sub>: E-recruitment has significant effect on employees' job satisfaction in PFAs offices in Anambra State.
- Ho: E-compensation does not have significant influence on employees' job satisfaction in PFAs offices in Anambra State.

H<sub>1</sub>: E-compensation has significant influence on employees' job satisfaction in PFAs offices in Anambra State.
- Ho: E-performance management does not have significant effect on employees' job satisfaction in PFAs offices in Anambra State.

H<sub>1</sub>: E-performance management has significant effect on employees' job satisfaction in PFAs offices in Anambra State.

As could be seen from Table 4.8, the coefficient of e-recruitment is .401 and it means that when the variable is raised by one unit, employees' job satisfaction will increase by 40.1 percent if other variables in the model are held constant. The t-value of 10.181 and its corresponding probability level of .000 are indications that the coefficient is significant and

positive because  $P_{0.000}$  is less than  $P \leq 0.05$ . Consequently, the null hypothesis was rejected and the alternative hypothesis which suggests that e-recruitment has significant and positive effect on employees' job satisfaction in PFAs offices in Anambra State was accepted.

For the e-compensation, the coefficient in the table is .511 and it means that if it is increased by one extra unit, the employees' job satisfaction will increase by 51.1 percent if other factors are not allowed to vary. Also, the t-value of 4.265 and its corresponding probability level of .000 are indications that the coefficient is significant and positive because .000 is less than 0.05. Therefore, the null hypothesis cannot stand as the weight of evidence against it is enormous. Hence we concluded that e-compensation has significant positive effect on employees' job satisfaction in PFAs offices in Anambra State.

Similarly, the coefficient of e-performance management represented in the model by ' $\alpha_3$ ' with a value of .472 in Table 4.8, is an indication that when the coefficient is increased by one more unit, the employees' job satisfaction will increase by 47.2 percent if other variables in the model are held constant. The t-value of 2.814 and its corresponding significance level of .010 are indications that the coefficient is significant and positive because .010 is less than 0.05. Consequently, the null hypothesis was rejected while the alternative which suggests that e-performance management has significant and positive effect on employees' job satisfaction in PFAs offices in Anambra State was accepted.

## DISCUSSION OF RESEARCH RESULTS

The result of the first test of hypothesis suggests that e-recruitment has significant and positive effect on employees' job satisfaction in PFAs offices in Anambra State. E-recruitment is one of the dimensions of e-human resource management and the finding is consistent with some of the findings that affirm the relevance of e-human resource management enhancing employees' job satisfaction and overall organizational performance. For instance, Aityassine, Alsayah and Al-Ajolouni (2022) found from their study of the effect of electronic human resource practices on employees' satisfaction in private hospitals in Jordan that there is a statistically significant impact of e-recruitment on employees' job satisfaction.

E-recruitment is an aspect of e-human resource management and it has proved to be very efficient and effective in recruiting best qualified candidates because of its wider reach and capacity to diversity the workforce for the benefit of the organization. The rapid development of internet over the past decades has enhanced the electronic human resource management, including e-recruitment. Ordinarily, it looks like the numbers of organizations that are implementing e-human resource management are few but in reality, surveys in the area indicate that the number of organizations using the innovation is constantly increasing. It has indeed revolutionized human resource management across the globe and the attendant

benefits are enormous especially as it has become equally a source of firms' competitive advantage in their respective industries.

The result of second test of hypothesis showed that electronic compensation has significant and positive effect on employees' job satisfaction in the organization studied. The result is in line with that of Watkins and Fusch (2022) when they found from their study of employee electronic monetary compensation and job satisfaction that positive relationship exists between the two variables, that is, e-compensation and job satisfaction. Electronic compensation has come to replace the traditional methods of carrying out compensation among competing firms in any industry. The efficiency and equity that accompanies it is what endear it to the organizations that are currently using the innovation. Revolution in digitalization in recent times is such that no forward looking firm can afford to ignore. E-compensation eliminates all forms of bias and human element in reward administration and employees are more satisfied with it. The process has led to employees' commitment and hence individual and collective productivity.

The result of the third test of hypothesis showed that electronic performance management has positive significant effect on employees' job satisfaction. The result is consistent with Obinna and Jaja (2024) that electronic performance management has statistical significant impact on employees' job satisfaction. Firms all over are benefiting and will continue to benefit from the technological revolution that has engulfed the global business environment, by enabling the electronic application of human resource practices procedures generally, such as electronic payroll, recruitment, training, performance management and compensation. To manage employees' performance electronically comes with a lot of benefits given the flexibility that it offers. The innovation of e-human resource management is a revolution that has changed the face of business organizations for good.

### **Summary of Findings**

The study found as follows:

1. Electronic recruitment has positive significant effect on employees' job satisfaction in the PFAs offices in Anambra State.
2. Electronic compensation has positive significant influence on employees' job satisfaction in PFAs offices in Anambra State.
3. Electronic performance management has positive significant effect on employees' job satisfaction in PFAs offices in Anambra State.

### **CONCLUSION**

The study examined the effect of electronic human resource management on employees' job satisfaction in PFAs offices in Anambra State by using electronic recruitment, electronic compensation and electronic performance management as some of the components of E-

human resource management. Findings from the study revealed that e-recruitment, e-compensation and e-performance management have significant positive effects on employees' job satisfaction in the organizations. Overall, it can be concluded that e-human resource management enhances employees' job satisfaction and employees' job satisfaction is a necessary condition for employees' productivity and consequently organization-wide performance. With job satisfaction, negative work behaviors such as absenteeism, lateness to work, turnover intentions, etc, are ruled out in the organization because the employees are satisfied with the prevailing atmosphere in their work environment.

### **Recommendations**

Based on the findings and the conclusion drawn from the study, the following recommendations were made:

1. Electronic recruitment was found to significantly and positively affect employees' job satisfaction in PFAs offices in Anambra State. On the basis of this finding, management is encouraged to jettison the traditional method of recruitment and fully embrace the new innovation which does not only give employees job satisfaction but also guarantees that organizations get the best qualified candidates during recruitment exercises.
2. Managements should endeavor to fully adopt electronic compensation method for their employees because it guarantees equity which enhances employees' job satisfaction.
3. Electronic performance management has been shown to be very efficient in getting the best from the employees, therefore, management is advised to advance and improve on its application so as to derive maximum benefit that it offers.

### **Suggestions for Further Studies**

More studies could be done on impact of electronic human resource management on other organizational variables: employee engagement, employee well- being, employee turnover intentions and other job satisfaction dimensions.

### **Contributions to Knowledge**

This study contributes to the existing stock of literature by:

1. Integrating technological, psychological and organizational perspectives in understanding the complex relationships between E-HRM and employee job satisfaction.
2. Exploring the mediating roles of employee engagement, perceived organizational support and psychological environment.
3. Examining the moderating effect of organizational culture, leadership style and employee demographics.
4. Developing a comprehensive framework for optimizing E-HRM systems to enhance employee job satisfaction.

These contributions provide a holistic understanding of the complex relationship between E-HRM and employees' job satisfaction, offering valuable insights for researchers, practitioners and organizational leaders.

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