



## Electronic Human Resource Practices and Workers Satisfaction of Fast-Food Firms in Port Harcourt

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**Abstract:** *The study's goal was to ascertain how employee satisfaction in Port Harcourt's fast food industry was affected by computerized HR procedures. The following are the components of electronic human resource practices: incentives systems, e-recruitment, e-training, e-performance evaluation, and e-communication. Software from IBM SPSS and AMOS were used to examine the data. The study's population consists of all the workers at Port Harcourt's fast-food companies. The primary method of data collection involved the distribution of self-reported questionnaires made with Google Forms to a purposive sample of employees via email. The researcher employed route analysis and SPSS to accomplish the study's goals and test hypotheses. The study's findings demonstrated that automated HR procedures had a statistically significant impact on employees' job satisfaction. In light of the study's findings and to ensure that employees have stable jobs, the researcher advises decision-makers to make the largest investments in contemporary technology and to subscribe to databases that certify employees to use the portions of electronic human resource management that the study mentioned.*

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### INTRODUCTION

Human resource management is one of the most significant organizational duties as it carries out a variety of jobs and activities that supply effective, qualified human resources to meet an organization's present and future demands, allowing it to effectively and efficiently accomplish its objectives. Organizations currently function in an environment of intense competition and unpredictability as a result of the significant technological advancements made in the business sector throughout the last few decades. As a result, companies are investigating fresh strategies to deal with these situations, such determining the talents of competitors and what the market demands (Al-Hawajreh et al., 2011; Al-Hawary & Al-Syasneh, 2020). As a result, many firms have profited from the technological revolution by enabling the electronic application of human resource practices and

procedures, such as electronic payroll, recruiting, electronic training, electronic performance evaluation, and electronic compensation.

To handle the problems with human resources in the twenty-first century, the information technology economy of today requires an electronic human resource management system (Obinna & Ekwezor, 2024, Al-Hawary & Obiadat, 2021; Attatsitsey & Osei-Bonsu, 2021; Zafar, 2010). Consequently, businesses are providing web-based HRMS (electronic human resource management system) software on a growing basis (Swaroop, 2012). Over the past ten years, there has been a considerable increase in the size of the Internet, which has improved the usage and application of computerized human resource management. However, studies conducted by human resource consultants show that an increasing number of enterprises are adopting electronic human resource management (E-HRM) and that the complexity of programs used by these organizations is constantly rising. The growth of journal themes relating to human resources has led to a rise in academic interest in electronic human resource management. Numerous empirical studies have been conducted in the field of E-HRM (Obinna & Byo, 2023; Al-Lozi et al., 2017; Al-Lozi et al., 2018; Shamout et al., 2022; Strohmeier, 2007). Because of the diversity of human nature and global advancements, the topic of employee happiness demands constant research (Singh & Nath, 2020). Research on the topic is ongoing because job satisfaction is the result of the convergence of environmental influences, psychological and functional aspects, and functional components that support an employee's sense of fulfillment at work.

Furthermore, it is the understanding of the connection that exists between an individual's expectations and the actual outcomes that he obtains from his field of work. The significance of the study stems from the critical role that electronic human resource management had in the survival and expansion of a firm, as well as the efficiency with which this management strategy raised employee satisfaction levels. These components might make computerized HRM easier, lower attrition rates, and help in reorienting new hires.

## **Theoretical Framework and Hypotheses Development**

### ***Electronic Human Resource Management***

The rapid development of information and communication technology, together with its use in other organizational areas, has led to the development of a new approach to human resources management, referred to as "electronic human resource management". Information technology is becoming a part of human resources systems and practices. HR directors might be able to hire fewer people by increasing productivity and utilizing new technologies.

Employees are vital to the business. Thanks to the rapid advancement of technology, managers and staff may now access a greater amount of information more readily, as electronic human resource services are provided (Obinna & Jaja, 2023, Muqaddim & Hosain, 2021). Many fields, including management, have advanced because to the use of electronic devices and other technical advancements. As a result, professionals in this field are more informed than in past generations. Furthermore, a new workforce brought forth by new technology has altered organizational structures (Al-Hawary et al., 2018). All of these

changes were intended to cause a large loss of cash resources in the event that there was an Internet lack of organization. The new idea of Electronic Human Resource Management (E-HRM) has arrived to assist in the implementation of all organizational operations, including resource providing as well as financial, commercial, and personal activities. One activity that may be accomplished using a website-based system these days is personal issues (Sohail et al., 2020; Kariznoee et al., 2012). Academic interest in the topic of electronic human resource management, or E-HRM, has grown. There are several definitions of electronic human resource management (E-HRM) in the literature. Enterprise human resource management, or E-HRM, is the design, development, and implementation of information technology combined with both individual and group support in the joint performance of human resource activities. Several important E-HRM qualities are highlighted by this concept (Strohmeier, 2007). Organizations permitted online HR transactions, and HRIS developed into E-HRM, claim Stone and Dulebohn (2013). In their paper, they also provide a succinct overview of the development of E-HRM. Researchers have looked into electronic HRM practices from a variety of angles, but they all agree on the process by which the activities are carried out (Ibrahim et al., 2013). The practices that researchers have used in different study contexts are listed in the following table:

**Table 1**

Different perspectives of E-HR management practices

Rastogi and Srivastava (2017)	E-Recruitment, E-Selection, E-Training
Gani and Anjum (2017)	Work analysis and design, recruitment, selection, compensation and benefits
Swaroop and Zafar (2012)	e-profile, e-recruitment, e-selection, e-learning, e-training, e-compensation, e-leave

The researcher feels that the electronic human resource management practices represented in (electronic recruitment and selection, electronic training and development, electronic performance evaluation, electronic compensation, and email communication) are appropriate for the study community after reading the literature on these practices, which was written by researchers from various cultural and environmental contexts (Al-Hawary et al., 2020).

**Electronic recruiting and selection:** Electronic recruiting (Galanaki, 2002; Khan, 2020; Parry & Tyson, 2008; Al-Hawary & Nusair, 2017) permitting candidates to electronically submit their resumes by email or any other electronic means, and publishing job openings on a company's website or an online job board (Galanaki, 2002). Online recruiting offers significant advantages to organizations in terms of cost, time, and candidate response quality when it comes to applicant pool research (Ensher et al., 2002).

**E-training and development:** The main objectives of e-training, according to training scholars' literature (Obinna & Chinda, 2022), are to increase job performance and trainee happiness while also producing a workforce that is more productive. Business executives commonly pick e-training for a number of reasons, such as to obtain a competitive edge

or because globalization is a need. Ellis & Kuznia, 2014; Abdullah et al., 2020; Moussa & El Arbi, 2020). E-training is skill development through the use of contemporary computer technology, according to Usoltzev, Shamalo, and Scherbakova (2016). It is described as the process of producing, organizing, and disseminating information via the use of electronic devices, software, and procedures, including the usage of an organization's website for learning or training purposes (Swaroop, 2012).

**Electronic performance appraisal:** Electronic performance Assessment systems are very beneficial to organizations, especially if they are available online. By making employee data constantly accessible to employees, managers, and HR personnel, these technologies, according to Jam and Jamal (2020), simplify a number of HR procedures and provide easy access to a wide range of employee data. These internet resources offer the cornerstone for enhancing corporate performance and decision-making. When properly implemented, these systems might raise the company's competitiveness and productivity, both of which are critical to the organization's success. Johnson & Gueutal (2011) and Levensaler (2008).

**Electronic Compensation:** The electronic compensation system allows employees to apply online, reducing the strain for human resource management. The company's pay plan for employees has a big influence on deciding employee engagement and retention rates as incentives and compensation are essential parts of human resource management (Mohammad et al., 2020; Metabis & Al-Hawary, 2013). Pay is one of the most crucial elements in attracting and retaining talent in a firm, according to Willis (2001). The key thesis is that employee behavior is influenced by money, which shapes attitudes (Parker & Wright, 2001; Rahoo et al., 2020). Pay consequently has an impact on both staff recruiting and retention. Swaroop (2012) defines e-compensation as the process of allocating employee compensation through company websites.

**Electronic communication:** Since it describes a purposeful process of transferring information between two or more parties using modern electronic communication mechanisms, like computers and networks, in order to do so as quickly, affordably, and efficiently as possible, the term "electronic communication" refers to a wide range of concepts. The most common electronic communication method used by enterprises is email (Khashman & Al-Ryalat, 2015; Alsoufi et al., 2020). According to Kaupins and Minch (2006), electronic communications protect a person's interactions from message carriers such as Internet service providers as well as from unwanted third parties. According to Camillo & Camillo (2016), electronic communication is any kind of communication using contemporary technology.

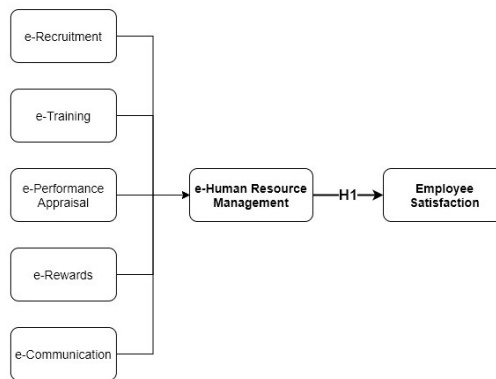
### ***Worker's Satisfaction***

The employee is essential to the business reaching its targets and ambitions. Employees must meet the organizational performance standards in order to ensure the caliber of their work. Workers require a place of employment where they are free to work without restrictions that can keep them from reaching their maximum potential. Job satisfaction is one of the main factors affecting the effectiveness and efficiency of business organizations. The importance of professional happiness is further highlighted when we consider the negative impacts of job unhappiness, such as betrayal, an increase in accidents, and authoritarianism. Over the past few decades, job satisfaction has been a matter for concern

regardless of business or profession (Ioannou et al., 2015)." The term "job satisfaction" describes a person's positive attitude about their employment. Many academics and practitioners in the field of organizational research are interested in worker job satisfaction, with a specific focus on understanding why certain people are happier at work than others (Long & Xuan, 2014). Opportunities for career advancement are closely linked to job satisfaction, which is linked to civic virtues of selflessness, loyalty, and self-reliance. Yawhar (2012).

According to Hoppock (Hoppock, 1935), a person's ability to honestly declare, "I am content with my job," is impacted by a range of psychological, biological, and environmental variables. According to Fila, Paik, Griffeth, and Allen (2014), job satisfaction is a multifaceted, intricate structure. It was described as the worker's pleasant emotional state in connection to their job duties by Sarwar & Khalid (2011). Wulandari, Mangundjaya, and Utoyo (2015) claim that one of the best indicators of job satisfaction is enjoyment at work. Zhang, Wu, Miao, Yan, and Peng (2014) defined job satisfaction as an emotive reaction to one's work that replicates the material and social circumstances of the workplace.

### 1. Research Model



**Fig. 1.** Research model

**H1:** *There is a statistically significant impact of E-HRM practices on Workers Satisfaction in Fast Food Firms in Port Harcourt.*

### 2. METHODOLOGY

#### ***Population and Sample Selection***

This study used a qualitative methodology based on a questionnaire for both sample selection and data collection. The primary aim of the study was to examine the relationship between e-HRM and worker satisfaction. It so focused on the fast-food chains in Port Harcourt. Email distribution of self-reported Google Forms surveys to a purposive sample of employees served as the main means of data collection. Out of the 372 responses that were received, 18 were found to be either incomplete or erroneous, making them ineligible for

statistical analysis. As a result, 354 of the answers in the final sample satisfied the study's requirements. According to Sekaran and Bougie (2016), these answers were sufficient in a predictable manner, supporting the hypothesis of data saturation.

**Measurement Instrument**

A self-reported questionnaire with two main sections and a section on control variables was used as the measuring tool. Age, gender, experience, and level of education were the control variables that were considered as categorical measures. The two main sections were rated using a five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree. The first section consisted of twenty-five questions that assessed e-HRM according to the following standards: Bondarouk & Ruel, 2009; Moilanen, 2013; Bondarouk, Ruel, and Heijden, 2009; Lin, 2011). The following metrics were employed to quantify electronic recruitment: four, six, five, and six questions measured e-rewards, e-performance appraisal, e-training, and e-recruitment. The following dimensions were used to group these questions. On the other hand, six questions in the second section were created to measure employee satisfaction based on the findings of Brooke et al. (1989).

**FINDINGS**

**Measurement Model Evaluation**

Structural equation modeling (SEM), a modern statistical method for assessing and evaluating the connection between factors and variables, was used in this work to test hypotheses (Wang & Rhemtulla, 2021). Therefore, using the statistical tool AMOSv24, confirmatory factor analysis (CFA) was used to verify the components' validity and reliability. The findings of both discriminant and convergent validity, together with the reliability indicators, are reported in Table 2.

**Table 2**

Results of validity and reliability tests

Constructs	1	2	3	4	5	6
1. e-Recruitment	<b>0.722</b>					
2. e-Training	0.451	<b>0.728</b>				
3. e-Performance Appraisal	0.385	0.441	<b>0.729</b>			
4. e-Rewards	0.412	0.436	0.551	<b>0.750</b>		
5. e-Communication	0.564	0.458	0.493	0.499	<b>0.738</b>	
6. Employee Satisfaction	0.628	0.633	0.607	0.598	0.621	<b>0.746</b>
VIF	1.856	2.445	1.310	1.694	2.054	---
Loadings range	0.664-0.812	0.701-0.764	0.653-0.792	0.703-0.788	0.682-0.771	0.653-0.804
AVE	0.522	0.530	0.532	0.563	0.545	0.556
MSV	0.501	0.448	0.481	0.389	0.425	0.371
Internal consistency	0.811	0.868	0.870	0.832	0.854	0.879
Composite reliability	0.813	0.871	0.872	0.837	0.857	0.882

**Note:** VIF: variance inflation factor, AVE: average variance extracted, MSV: maximum shared variance, Bold fonts in the table refer to  $\sqrt{AVE}$

According to Table 2, the individual items' standard loading values fell between the domains of (0.653-0.812) and exceeded the minimal retention of the components based on their standard loads (Al-Lozi et al., 2018; Sung et al., 2019). The average variance extracted (AVE)



represents the construct's convergent validity and must be more than 0.50. (Howard, 2018). The results showed that all of the constructs had AVE values more than 0.50, indicating sufficient convergent validity of the measurement methods. Rimkeviciene et al. (2017) introduced the comparison approach as a way to handle the evaluation of discriminant validity in covariance-based SEM. The values of maximum shared variance (MSV) and AVE are compared, as well as the square root of AVE (AVE) values and the correlation between the remaining structures. The results indicate that the MSV values were lower than the AVE values and that the AVE values had a greater association with the other components. The measuring paradigm that is currently in use has discriminative validity as a result. The measurement model was assessed using the compound reliability McDonald's Omega coefficient ( $\omega$ ) and internal consistency Cronbach's Alpha coefficient ( $\alpha$ ). According to the findings shown in Table 2, the Cronbach's Alpha and McDonald's Omega coefficients both had values higher than 0.70, which is the cutoff point for evaluating measurement reliability (de Leeuw et al., 2019). The structural model did not show an issue with multi-collinearity across predictor constructs because, as Table 2 shows, variance inflation factor (VIF) values were below the threshold of 5. (Hair et al., 2017). This conclusion is supported by the values of the model fit indices that are shown. in Fig. 2.

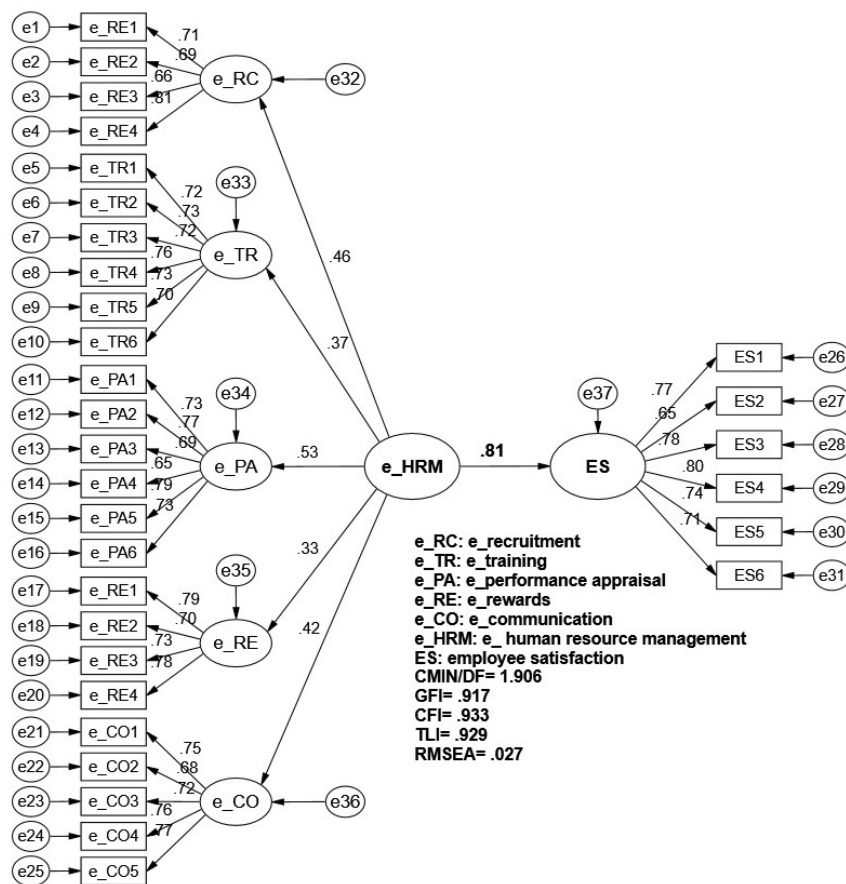


Fig. 2. SEM results of the e-HRM effect on ES

The chi-square to degrees of freedom (CMIN/DF) was 1.906, which is less than three, the highest limit of this indicator, according to the data in Fig. 2. The minimum acceptable criterion of 0.90 was exceeded by the values of the Tucker-Lewis index (TLI), comparative fit index (CFI), and goodness of fit index (GFI). Additionally, the root mean square error of approximation (RMSEA) result showed a value of 0.027, which is below the upper limit of 0.08 and hence a tolerable error of approximation. As a consequence, it was determined that the structural model employed in this investigation was a suitable model for forecasting the DEP and extrapolating the findings (Ahmad et al., 2016; Shi et al., 2019). Structural equation modeling (SEM) was utilized to validate the outcomes of testing the research hypotheses; Table 2 presents the results of SEM. The findings corroborate the main hypothesis of the study by showing that e-human resource management positively affects employee satisfaction ( $\beta = 0.815$ ,  $t = 34.07$ ,  $p = 0.000$ ). hypothesis.

**Table 1**

Hypothesis testing

Hypothesis	Relation	Standard Beta	t value	p value
H1	e-Human resource management → Employee satisfaction	0.815***	34.07	0.000

Note: \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

## DISCUSSIONS

The study's findings showed that electronic human resource management had a statistically significant impact on worker satisfaction. This is because electronic human resource management has shown to be more effective than traditional HRM methods. Since electronic recruiting and selection, training and development, performance reviews, compensation, and communication all lead to improved worker satisfaction. This finding is in line with Majumder's (2012) and Bondarouk et al. (2009) whose studies show that different HRM strategies had varying effects on employee satisfaction, with some HRM practices having a stronger effect than others.

## CONCLUSION

The outcome of this study demonstrate that worker satisfaction is statistically significantly impacted by computerized human resource management. This may be the case since electronic performance reviews, the cornerstone of electronic HRM, safeguard employees' rights and thwart external influence. It also makes electronic communication and information exchange easier for work-related tasks, which enables the employee to receive the appropriate training based on a thorough evaluation of his needs. The study therefore concludes that electronic human resource practices significantly influence workers satisfaction of fast-food firms in Rivers State.



## RECOMMENDATIONS

Based on the conclusion, the study recommends the following:

1. Decision-makers in fast food firms should ensure the stability of employees' jobs, subscribe to databases that certify staff to practice the electronic human resource management aspects that the study mentioned, and make the largest possible investment in modern technology based on the study's findings.
2. Decision-makers in fast food firms should demonstrate a strong commitment to respecting the contractual rights of employees and the employees' obligation to finish all duties allocated to them.

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