

MIDOCEAN UNIVERSITY
FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS ADMINISTRATION

FINAL PROJECT 1

**The Impact of Electronic Human Resource Management (E-HRM) on
Employee Performance in Private Companies in Riyadh**

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Dedication

I dedicate this project to my beloved parents for their endless support, love, and sacrifices throughout my life.

I also dedicate this work to my family, friends, and everyone who supported me in achieving my academic goals.

Abstract

This study investigates the impact of Electronic Human Resource Management (E-HRM) on employee performance in private companies in Riyadh.

The study aims to identify the level of E-HRM implementation and examine its influence on employee performance. A quantitative approach is adopted, and a questionnaire is used as the primary data collection instrument.

The findings are expected to demonstrate a positive relationship between E-HRM and employee performance.

Keywords: *Electronic Human Resource Management, Employee Performance, Human Resource Management, Riyadh.*

المخلص (Arabic Abstract)

تهدف هذه الدراسة إلى التعرف على أثر إدارة الموارد البشرية الإلكترونية على أداء الموظفين في الشركات الخاصة بمدينة الرياض.

اعتمدت الدراسة على المنهج الكمي واستخدمت الاستبانة كأداة رئيسية لجمع البيانات.

ومن المتوقع أن تظهر النتائج وجود أثر إيجابي لإدارة الموارد البشرية الإلكترونية على أداء الموظفين.

الكلمات المفتاحية: إدارة الموارد البشرية الإلكترونية، أداء الموظفين، الموارد البشرية، الرياض.

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Chapter One: Introduction

1.1 Research Introduction

The rapid development of information technology has transformed the way organizations manage their human resources. Electronic Human Resource Management (E-HRM) has become an important tool for improving efficiency, reducing costs, and enhancing employee performance.

Organizations increasingly adopt E-HRM systems for recruitment, training, communication, and performance appraisal. These systems help organizations improve productivity and achieve competitive advantages.

This study investigates the impact of Electronic Human Resource Management on employee performance in private companies in Riyadh.

1.2 Research Problem

Despite the increasing implementation of E-HRM systems, there is still uncertainty regarding their impact on employee performance.

Research Problem Statement:

To what extent does Electronic Human Resource Management affect employee performance in private companies in Riyadh?

1.3 Research Significance

Theoretical Significance:

The study contributes to the existing literature related to Human Resource Management and digital transformation.

Practical Significance:

The study helps managers improve organizational effectiveness through E-HRM practices.

1.4 Research Questions

1. What is the level of E-HRM implementation?
2. What is the level of employee performance?
3. Is there a relationship between E-HRM and employee performance?
4. Does E-HRM positively affect employee performance?

1.5 Research Objectives

1. Identify the level of E-HRM implementation.
2. Examine employee performance.
3. Investigate the relationship between E-HRM and employee performance.
4. Determine the impact of E-HRM on employee performance.

1.6 Research Hypotheses

H1: Electronic Human Resource Management has a significant positive impact on employee performance.

H0: Electronic Human Resource Management has no significant impact on employee performance.

1.7 Research Model

Independent Variable: Electronic Human Resource Management (E-HRM)

Dependent Variable: Employee Performance

1.8 Scope of Study

Geographic Scope: Riyadh, Saudi Arabia.

Human Scope: Employees in private companies.

Time Scope: Academic Year 2025–2026.

1.9 Project Structure

- Chapter One: Introduction
- Chapter Two: Literature Review
- Chapter Three: Research Methodology
- Chapter Four: Statistical Analysis and Findings
- Chapter Five: Recommendations and Conclusion

Chapter Two: Literature Review

2.1 Introduction

This chapter reviews the literature related to E-HRM and employee performance.

2.2 Electronic Human Resource Management

Definition of E-HRM

Importance of E-HRM

Dimensions of E-HRM:

- Electronic Recruitment
- Electronic Training
- Electronic Communication
- Electronic Performance Appraisal

2.3 Employee Performance

Definition of Employee Performance

Dimensions:

- Productivity
- Quality of Work
- Efficiency
- Commitment

2.4 Relationship Between E-HRM and Employee Performance

Previous studies indicate that E-HRM positively affects employee performance through better communication, training, and performance evaluation systems.

2.5 Previous Studies

- Bondarouk & Ruël (2018)
- Strohmeier (2017)
- Stone et al. (2015)
- Parry & Tyson (2019)

2.6 Summary

The literature suggests a positive relationship between E-HRM and employee performance.

References

Alshibly, H. (2020).

Bondarouk, T., & Ruël, H. (2018).

Parry, E., & Tyson, S. (2019).

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015).

Strohmeier, S. (2017).

Questionnaire

Section One: Demographic Information

- Gender
- Age
- Education Level
- Years of Experience

Section Two: Electronic Human Resource Management (8 Questions)

#	Statement	Response Scale
1	The organization uses electronic systems for recruitment and selection.	1 2 3 4 5
2	Employees receive training through electronic platforms (e-learning).	1 2 3 4 5
3	Internal communication is supported by electronic HR systems.	1 2 3 4 5
4	Performance appraisal is conducted using electronic systems.	1 2 3 4 5
5	E-HRM systems are easy to use and accessible.	1 2 3 4 5
6	E-HRM improves the speed of HR processes.	1 2 3 4 5
7	E-HRM reduces administrative workload for HR staff.	1 2 3 4 5
8	Management supports the use of E-HRM systems.	1 2 3 4 5

Section Three: Employee Performance (8 Questions)

#	Statement	Response Scale
1	I am able to complete my tasks efficiently.	1 2 3 4 5
2	The quality of my work has improved.	1 2 3 4 5
3	I meet performance expectations set by my organization.	1 2 3 4 5
4	I am committed to achieving organizational goals.	1 2 3 4 5
5	My productivity has increased due to organizational support.	1 2 3 4 5
6	I receive timely feedback on my performance.	1 2 3 4 5

7	I am motivated to perform well at work.	1 2 3 4 5
8	Overall, my job performance meets organizational standards.	1 2 3 4 5

Note: Response scale is based on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Table of Research Instruments

Variable	Dimensions	Number of Items
Electronic Human Resource Management (E-HRM)	Recruitment, Training, Communication, Appraisal	8
Employee Performance	Productivity, Quality, Efficiency, Commitment	8