

عنوان المشروع

The Effect of E-HRM Practices on Employee Productivity in the Saudi Banking Sector

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CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter explains the methodology adopted to achieve the objectives of this study and answer the research questions. It presents the procedures followed in collecting and analyzing data regarding the effect of Electronic Human Resource Management (E-HRM) practices on employee productivity in the Saudi banking sector. The chapter begins by defining the operational meanings of the study variables, followed by the research design, population, sampling technique, and data collection methods. It also discusses the different types of data used in the research and explains the statistical techniques employed to analyze the collected information. A well-defined research methodology is essential because it ensures that the research process is systematic, reliable, and capable of producing valid findings that can be used to draw meaningful conclusions.

3.2 Operational Definitions of the Research Variables

3.2.1 Electronic Human Resource Management (E-HRM)

Electronic Human Resource Management (E-HRM) is the independent variable in this study. It refers to the use of information technology and digital systems to perform human resource management functions electronically. In this study, E-HRM is measured through four dimensions:

- **Electronic Recruitment (E-Recruitment):** The use of online systems and digital platforms to advertise vacancies, receive applications, and recruit employees.
- **Electronic Training (E-Training):** The use of online learning platforms and digital technologies to provide employee training and development.
- **Electronic Performance Appraisal:** The use of computerized systems to evaluate employee performance, provide feedback, and monitor performance indicators.

- **Electronic Communication:** The use of digital communication channels such as HR portals, email, and internal communication systems to facilitate communication between HR departments and employees.

3.2.2 Employee Productivity

Employee Productivity is the dependent variable in this study. It refers to the ability of employees to complete assigned tasks efficiently while maintaining high levels of work quality and achieving organizational objectives. Productive employees utilize organizational resources effectively, meet performance targets, and contribute positively to organizational success. In this study, employee productivity is measured through questionnaire items that evaluate employees' perceptions of their work efficiency, effectiveness, speed of task completion, quality of work, and overall job performance after the implementation of E-HRM practices.

3.3 Research Design

This study adopts a quantitative research approach because it focuses on collecting numerical data that can be statistically analyzed to examine the relationship between E-HRM practices and employee productivity. Quantitative research is appropriate for testing hypotheses, measuring variables objectively, and identifying relationships between independent and dependent variables.

The study follows a descriptive and explanatory research design. The descriptive aspect aims to describe the current level of E-HRM implementation within Saudi banks and examine employees' perceptions of these practices. The explanatory aspect seeks to determine whether E-HRM practices significantly influence employee productivity by testing the proposed hypotheses.

A cross-sectional survey design is employed because data are collected from respondents at a single point in time rather than over an extended period. This design is suitable for organizational studies where researchers seek to understand current practices and their effects on employees. Furthermore, the use of a structured questionnaire allows the researcher to gather standardized information from a relatively large number of participants efficiently and consistently.

3.4 Research Population and Sampling Techniques

Research Population

The target population consists of employees working in commercial banks operating in the Kingdom of Saudi Arabia.

These employees include individuals from different departments and job positions, such as administrative staff, HR officers, supervisors, and managers, who are familiar with the electronic HR systems used in their organizations.

Sampling Technique

The study employs convenience sampling, a non-probability sampling technique. This method is selected because it allows the researcher to collect data from bank employees who are available and willing to participate in the survey.

Convenience sampling is widely used in business and management research due to its practicality, cost-effectiveness, and ease of data collection.

Sample Size

The study aims to collect responses from approximately **200–300 employees** working in commercial banks across Saudi Arabia.

This sample size is considered adequate for conducting statistical analyses such as correlation and multiple regression.

3.5 Data Collection Method

The primary data for this research are collected using a structured questionnaire developed based on previous studies related to Electronic Human Resource Management and employee productivity. The questionnaire consists of three sections. The first section collects demographic information about the respondents, including gender, age, educational qualification, years of experience, and current job position. The second section measures employees' perceptions of E-HRM practices, while the third section measures employee productivity.

The questionnaire is distributed electronically through Google Forms, making it easier for respondents to participate regardless of their geographical location. Online distribution also reduces data entry errors and allows responses to be collected more quickly. Before distributing the questionnaire on a large scale, it is reviewed to ensure that the statements are clear, relevant, and easy for respondents to understand. Participation is voluntary, and respondents are informed that their responses will remain confidential and used only for academic research purposes.

3.6 Types of Data

The study uses both primary and secondary data.

Primary Data

Primary data are collected directly from bank employees through the structured questionnaire developed for this research.

Secondary Data

Secondary data are obtained from:

- Academic journal articles
- Books
- Conference papers
- Previous research studies
- Online academic databases such as Scopus, ScienceDirect, Springer, Emerald, and Google Scholar

These sources provide theoretical and empirical support for the study.

3.7 Statistical Analysis Procedures

The collected data will be analyzed using the Statistical Package for the Social Sciences (SPSS).

The following statistical techniques will be applied:

Descriptive Statistics

Descriptive statistics will summarize respondents' demographic characteristics and questionnaire responses using:

- Frequencies
- Percentages
- Means
- Standard Deviations

Reliability Analysis

Cronbach's Alpha will be used to evaluate the internal consistency and reliability of the questionnaire.

A Cronbach's Alpha value of 0.70 or above will be considered acceptable.

Correlation Analysis

Pearson Correlation Analysis will be used to determine the strength and direction of the relationship between E-HRM practices and employee productivity.

Multiple Regression Analysis

Multiple regression analysis will be used to examine the effect of the four E-HRM dimensions (electronic recruitment, electronic training, electronic performance appraisal, and electronic communication) on employee productivity.

This analysis will determine which E-HRM practice has the strongest influence on employee productivity.

Hypothesis Testing

The proposed hypotheses will be tested using a significance level of **0.05 ($p \leq 0.05$)**.

Hypotheses will be accepted or rejected based on the statistical results obtained from SPSS.

3.8 Conclusion

This chapter has explained the research methodology adopted for investigating the effect of Electronic Human Resource Management practices on employee productivity in the Saudi banking sector. It described the operational definitions of the study variables, the quantitative research design, the target population, sampling technique, data collection procedures, and the different types of data used in the study. In addition, the chapter outlined the statistical techniques that will be employed using SPSS to analyze the collected data and test the proposed hypotheses.

The selected methodology is considered appropriate because it provides a systematic and objective approach for examining the relationship between E-HRM practices and employee productivity. The use of a structured questionnaire and quantitative statistical analysis is expected to produce reliable findings that contribute to both academic knowledge and practical decision-making in the banking sector. The next chapter will present the analysis of the collected data, the results of hypothesis testing, and a discussion of the research findings in relation to previous studies.

References

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