# EFFECT OF E-HUMAN RESOURCE PRACTICES ON THE PERFORMANCE OF EMPLOYEES IN SELECTED HOTELS IN ABUJA.

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## ABSTRACT

*The persistent challenge of suboptimal employee performance in Nigeria's hospitality sector, despite the increasing adoption of digital systems, informed this study on the Effect of E-Human Resource Practices on the Performance of Employees in Selected Hotels in Abuja. The main objective was to examine how E-Recruitment and Selection, E-Training and Development, and E-Performance Management affect Task Performance, Employee Retention, and Service Quality. The research employed a descriptive survey design, targeting a population of 1,365 employees from five major hotels in Abuja: Abuja Continental Hotel, Transcorp Hilton, Fraser Suites, Sheraton Hotel, and Bolton White Hotel. A sample size of 362 was determined using Krejcie and Morgan's (1970) table with an added 20% margin of safety, and stratified random sampling was employed to ensure representative participation across hotel departments. Data were collected using a structured questionnaire and analyzed using descriptive statistics and multiple regression analysis via SPSS version 27. Findings revealed that E-Recruitment and Selection significantly enhanced task performance, E-Training and Development had a positive effect on employee retention, and E-Performance Management significantly improved service quality. The study concluded that E-HRM practices are critical drivers of employee performance in Abuja's hospitality sector. It recommends that hotel managers invest in robust digital HR infrastructures, particularly in recruitment, training, and performance evaluation systems, to sustain employee efficiency, commitment, and service excellence. This study contributes to the existing body of knowledge by validating theoretical models in the context of a developing economy and offers practical frameworks for optimizing workforce performance through digital transformation.*

## INTRODUCTION

The rapid digital transformation sweeping across industries has redefined human resource management practices worldwide. Organizations have increasingly turned to e-Human Resource (e-HR) practices to streamline functions such as recruitment, training, and performance management, with the aim of enhancing task performance, employee retention, and service quality. The integration of digital proxies e-recruitment and selection, e-training and development, and e-performance management has enabled firms to improve operational efficiency and foster a culture of continuous improvement, ultimately leading to superior employee outcomes (Bondarouk & Brewster, 2018).

Across Africa, the adoption of e-HR practices is gaining momentum as organizations address persistent challenges in talent management and service delivery. The continent's dynamic economic landscape has prompted many service providers to integrate digital HR systems that not only broaden the talent pool through online recruitment channels but also support ongoing skill development and real-time performance feedback. Empirical evidence from recent studies suggests that such digital interventions can significantly bolster task performance and enhance service quality, while also contributing to higher levels of employee retention through improved engagement and career development opportunities (Vrontis, et al. 2021).

In Nigeria, and particularly within the capital city of Abuja, the hospitality industry has been at the forefront of this digital shift. Hotels in Abuja are increasingly replacing traditional HR methods with integrated digital solutions that encompass e-recruitment and selection, e-training and development, and e-performance management. This transformation reflects Nigeria's broader commitment to economic modernization and operational excellence. Digital HR practices in these settings are designed to address endemic issues such as high employee turnover and fluctuating service quality by enabling rapid recruitment, facilitating continuous professional growth, and ensuring timely performance evaluations (Nwankwo & Okoro, 2020).

Focusing on selected hotels in Abuja provides a critical lens through which the interplay between e-HR practices and employee performance can be explored. In these establishments, the use of online recruitment tools expands access to a diverse and highly skilled workforce, directly enhancing task performance and elevating service quality by aligning employee capabilities with organizational needs. Moreover, e-training initiatives provide employees with continuous learning opportunities that not only improve job competencies but also foster greater retention. Simultaneously, e-performance management systems offer robust mechanisms for real-time feedback and recognition, which are essential for maintaining high standards of performance in a competitive hospitality environment (Ang et al., 2019).

Overall, the global shift toward digital HR practices is mirrored in the African and Nigerian contexts, where the hospitality sector is leveraging these innovations to drive significant improvements in employee performance. By examining the relationships between E-recruitment and selection, E-training and development, and E-performance management with task performance, employee retention, and service quality, this study aims to contribute to our understanding of how digital HR transformations can serve as catalysts for enhanced organizational performance.

**Statement of Problem**

The hospitality industry in Abuja, Nigeria, faces persistent challenges in optimizing employee performance despite increasing adoption of electronic human resource management (E-HRM) practices. Task performance, employee retention, and service quality are lacking, as evidenced by high staff turnover rates, inconsistent service delivery, and declining customer satisfaction in Abuja's hotels (Eze & Okoye, 2022). While empirical studies, such as Ahmed (2020) in Cairo's five-star hotels and Muchsinati et al. (2024) in Indonesian manufacturing firms, demonstrate E-HRM practices' beneficial effects on organizational outcomes, these findings are not directly transferable to Abuja's unique context. The city's hospitality sector operates within a dynamic socio-economic environment characterized by infrastructural constraints, such as unreliable internet access, and workforce challenges, including resistance to digital tools and uneven digital literacy (Adeyemi & Olorunfemi, 2019). These factors undermine the potential benefits of E-performance management, e-training, and e-recruitment technologies are frequently used without being customised to local conditions.

Existing research on E-HRM predominantly focuses on sectors like IT (Nag et al., 2023), manufacturing (Chen et al., 2023), and healthcare (Muchsam et al., 2024), leaving critical gaps in understanding its application in

hospitality, particularly in sub-Saharan Africa. For instance, Alomaria (2023) found no direct link connection Saudi SMEs' organisational success and E-HRM, highlighting the role of contextual factors. Similarly, studies like Nyathi (2022) in Zimbabwe and Susananto et al. (2023) in Indonesia highlight the mediating role of employee performance but overlook service quality as a dependent variable a key determinant of customer satisfaction in hotels. Furthermore, prior work often relies on cross-sectional data or self-reported metrics, limiting causal inferences and overlooking longitudinal effects (Strohmeier, 2020). This study addresses these gaps by investigating how Abuja's hotels can leverage E-HRM practices to enhance task performance, reduce turnover, and improve service quality, thereby bridging the disconnect between global E-HRM frameworks and local operational challenges.

The practical problem driving this research is the misalignment between E-HRM adoption and employee performance outcomes in Abuja's hotels. Despite investments in digital recruitment portals, online training modules, and automated performance tracking systems, many hotels struggle to translate these tools into tangible improvements in service delivery or staff retention (Akinwale & George, 2020). For example, e-recruitment may attract candidates but fail to ensure their alignment with hospitality-specific skills, while e-training programs often lack relevance to Abuja's multilingual and culturally diverse workforce. This study diverges from prior research by contextualizing E-HRM's impact on service quality a variable critical to customer loyalty yet underexplored in existing literature and by examining how infrastructural and socio-cultural barriers moderate the connection between employee outcomes and E-HRM strategies.

**Research Questions**

The study is guided by the following research questions:

i. To what extent does the implementation of E-Recruitment and Selection practices influence task performance among employees in selected hotels in Abuja?

ii. How do e-training and development initiatives affect the retention of staff at particular Abuja hotels?

iii. How does E-Performance Management affect the service quality provided by employees in selected hotels in Abuja?

**Research Objectives**

The main objective of this study is to examine the effect of E-Human Resource Practices on the Performance of Employees in selected Hotels in Abuja. The specific objectives include to:

i. Assess the extent to which E-Recruitment and Selection practices affect task performance among employees in selected hotels in Abuja.

ii. Analyse how employee retention in a few Abuja hotels is affected by e-training and development initiatives.

iii. Evaluate how E-Performance Management influences the service quality provided by employees in selected hotels in Abuja.

**1.5 Research Hypotheses**

The study tested the following hypotheses, which were formulated to statistically evaluate the effect of E-HRM practices on employee performance.

**$H_{01}$:** There is no significant effect of E-Recruitment and Selection practices on task performance among employees in selected hotels in Abuja.

**$H_{02}$:** E-Training and Development programs have no significant impact on employee retention in selected hotels in Abuja.

**$H_{03}$:** E-Performance Management does not significantly influence the service quality provided by employees in selected hotels in Abuja.

## LITERATURE REVIEW

### Conceptual Review

### Concept of E-Human Resource (E-HR) Practices

E-Human Resource Management (E-HRM) is the integration of digital technologies and online platforms into human resource functions, enabling organizations to carry out HR tasks more efficiently and strategically. It represents a shift from conventional, manual HR practices to automated, technology-driven processes that enhance decision-making, reduce operational costs, and improve service delivery (Bondarouk & Ruël, 2019; Marler & Parry, 2021). E-HRM encompasses various HR activities such as recruitment, training, performance evaluation, and employee engagement through software solutions like artificial intelligence, cloud-based systems, and data analytics (Strohmeier, 2020; Chen, Liu, & Song, 2023). These tools facilitate real-time access to employee information, streamline administrative workflows, and support strategic management by providing actionable insights. The adoption of E-HRM has been further accelerated by global shifts such as the COVID-19 pandemic, which necessitated remote work arrangements and virtual HR operations (Nyathi, 2022; Stachová et al., 2024). By reducing reliance on routine tasks, E-HRM empowers HR professionals to focus on value-added initiatives that align with organizational goals.

### E-Recruitment and Selection

E-Recruitment and Selection involves the use of digital tools, online platforms, and artificial intelligence to streamline the process of identifying, evaluating, and hiring qualified candidates. This approach has become increasingly vital for organizations seeking to enhance efficiency, cut recruitment costs, and access a broader talent pool beyond geographical boundaries (Holm & Haahr, 2019). Key components of e-recruitment include job portals, applicant tracking systems (ATS), social media sourcing, and AI-based screening tools that collectively transform traditional hiring methods. These technologies enable automated job postings, real-time application tracking, and intelligent candidate filtering based on predefined qualifications, significantly reducing human bias and administrative burden (Dineen & Allen, 2020; Stone et al., 2019). The integration of video interviews and online assessment tools further enhances flexibility and accessibility in the selection process (Nikolaou, 2021). Additionally, social media platforms such as LinkedIn and Facebook have become strategic channels for employer branding and engaging passive job seekers (Sivertzen et al., 2018). The use of big data analytics also allows companies to make more informed hiring decisions by analyzing candidate behavior and predicting job fit (Johnson et al., 2021). Overall, e-recruitment not only improves the speed and accuracy of hiring but also supports a more strategic and inclusive talent acquisition process.

### E-Training and Development

E-Training and Development involves the use of digital tools and online platforms to support employee learning, skill enhancement, and professional growth within organizations. This approach utilizes internet-based resources such as virtual classrooms, webinars, mobile learning apps, and Learning Management Systems (LMS) to deliver flexible, accessible, and personalized training programs (Nawaz & Gomes, 2022). As businesses navigate rapid technological changes and shifting market demands, e-training has emerged as a strategic, cost-effective alternative to conventional in-person training methods (Al-Qahtani, 2021). It allows employees to learn at their own pace and from any location, thereby improving knowledge retention and job performance. The integration of advanced technologies such as artificial intelligence, gamification, and adaptive learning further enhances the effectiveness of e-training by tailoring content to individual learning preferences and career needs (Mustapha et al., 2020; Johnson & Brown, 2023). This evolution in corporate training not only supports continuous workforce development but also strengthens organizational agility and competitiveness.

### E-Performance Management

E-Performance Management involves the use of digital tools and electronic systems to monitor, evaluate, and improve employee performance in a more efficient and responsive manner. This approach integrates technology into traditional performance management processes to enable real-time feedback, continuous assessment, and better alignment of individual goals with organizational objectives (Anitha, 2024). As businesses evolve in the digital era, conventional performance management systems often criticized for their rigidity and delayed feedback are being replaced by more agile, technology-driven solutions (Gao & Chen, 2021). The integration of advanced technologies such as artificial intelligence, big data analytics, and the Internet of Things (IoT) has enhanced the accuracy and responsiveness of performance evaluations by enabling real-time data collection and actionable insights (Aldoseri et al., 2024). Unlike traditional annual reviews, e-performance management supports ongoing communication between employees and managers, fostering a culture of continuous development, timely recognition, and prompt corrective actions, which ultimately contributes to higher employee engagement and improved organizational productivity.

**Concept of Employee Performance**

Employee performance is a multidimensional concept that reflects how effectively, efficiently, and consistently employees carry out their duties and contribute to organizational goals. It encompasses both the behavioral aspects of work engagement and the tangible outcomes of job-related activities, making it a key driver of organizational success and competitiveness in today's dynamic business environment (Pradhan & Jena, 2017). Over time, the understanding of employee performance has expanded beyond traditional task-based metrics to include broader dimensions that capture the complexity of workplace behavior. Task performance remains central, focusing on the execution of core job responsibilities that directly influence productivity (Rana et al., 2019). In addition, modern perspectives highlight the importance of contextual performance, which includes discretionary behaviors such as teamwork, initiative, and organizational citizenship that enhance the workplace environment even if they are not part of formal job requirements. Conversely, counterproductive work behaviors such as absenteeism, misconduct, or unethical actions negatively affect organizational functioning and employee morale (Rana et al., 2019). Together, these components provide a comprehensive framework for assessing and improving employee contributions within contemporary organizations.

**Task Performance**

Task performance is a fundamental aspect of job effectiveness, defined by the degree to which employees carry out their core responsibilities and achieve specific work-related objectives that contribute directly to organizational productivity. It centers on the execution of duties explicitly outlined in job descriptions, distinguishing it from contextual performance, which involves voluntary behaviors that enhance the workplace environment (Obuobisa-Darko, 2020). High task performance reflects an employee's ability to utilize their skills and knowledge efficiently, resulting in quality outputs that drive organizational success and customer satisfaction (Akhtar et al., 2019). Various elements influence task performance, including personal capabilities, leadership approach, team interactions, and the level of support provided by the organization. For example, transformational leadership has been found to boost task performance by fostering motivation, trust, and open communication, which in turn enhances problem-solving and innovation within teams (Akhtar et al., 2019). Ultimately, optimizing task performance is essential for maintaining operational efficiency and sustaining competitive advantage in today's dynamic business environment.

**Employee Retention**

Employee retention refers to an organization's capacity to sustain a stable workforce by implementing strategies that encourage employees to stay with the company for the long term. It involves fostering a supportive and engaging work environment that aligns with employees' expectations, thereby minimizing

turnover and ensuring operational continuity (Igbinoba et al., 2022). Retaining talent is crucial for organizational effectiveness, as high employee turnover can result in increased recruitment and training expenses, loss of valuable expertise, and disruptions in service delivery. Companies that focus on retention typically experience greater productivity, improved workplace morale, and a stronger market position. Key factors influencing retention include opportunities for professional development, quality of leadership, job satisfaction, and the overall work environment. Providing structured training and growth opportunities signals management's investment in employee advancement, which enhances loyalty and reduces the likelihood of employees seeking alternative employment (Schaap & Olckers, 2020). Additionally, a positive workplace culture marked by recognition, open communication, and supportive supervision plays a critical role in strengthening employees' commitment and sense of belonging within the organization.

**Service Quality**

Service quality is a vital factor in determining organizational success, especially in service-oriented industries, as it significantly affects customer satisfaction, loyalty, and overall business performance. It is defined as the extent to which a service fulfills or surpasses customer expectations, highlighting the need for organizations to effectively manage and align their service delivery with customer perceptions. A widely recognized framework for assessing service quality is the SERVQUAL model, introduced by Parasuraman, Zeithaml, and Berry. This model outlines five core dimensions: tangibles, which refer to the physical appearance of facilities and equipment; reliability, the ability to consistently deliver services accurately and dependably; responsiveness, the promptness and willingness to assist customers; assurance, which involves the competence and professionalism of staff in building trust; and empathy, the capacity to offer personalized and caring service. Together, these dimensions provide a structured approach to evaluating and improving service quality from the customer's viewpoint.

**Theoretical Review**

**Technology Acceptance Model (TAM)**

This study is grounded in the Technology Acceptance Model (TAM), a theoretical framework developed by Davis (1989) to explain how individuals accept and utilize technology within organizational settings. TAM identifies two core determinants of technology adoption: perceived usefulness (PU), which refers to an individual's belief that using a particular technology will improve their job performance, and perceived ease of use (PEU), which reflects the extent to which a person believes the technology is simple and effortless to use (Venkatesh & Davis, 2000). These perceptions influence an individual's attitude toward adopting the technology, which ultimately affects their intention to use it and actual usage behavior (King & He, 2006). Over time, TAM has been widely applied across various domains, including e-Human Resource Management (e-HRM), to assess employees' preparedness to use modern HR systems and tools in 2016, Venkatesh et al. The relevance of TAM to this research lies in its ability to explain how hotel employees in Abuja perceive and adopt e-HRM practices such as online recruitment, digital training, and electronic performance management systems. In the hospitality industry, the success of HR initiatives is closely tied to how well employees adapt to digital transformation (Bondarouk & Brewster, 2019). The study assumes that employee acceptance of e-HRM largely depends on their perception of the systems' usefulness in improving efficiency and service delivery, as well as their ease of navigation. For example, if employees find these digital tools intuitive and beneficial for tasks like leave applications, payroll processing, and performance evaluations, they are more likely to embrace them (Oosthuizen et al., 2021). Conversely, if they perceive the systems as complicated or irrelevant, resistance may occur, undermining the effectiveness of e-HRM initiatives (Sharma et al., 2020). TAM offers a systematic way to analyze the factors influencing the successful implementation of e-HRM in hotels. By identifying key drivers of technology

acceptance, hotel managers can devise strategies to promote greater employee engagement with digital HRM tools. This includes designing user-friendly interfaces, providing adequate training, and demonstrating how these systems enhance operational efficiency (Almarashdeh, 2020). Additionally, the model highlights the role of organizational support in fostering technology adoption, suggesting that cultivating a digital culture is essential for integrating HR technologies into daily hotel operations (Teo et al., 2019).However, TAM has faced criticism for its focus on rational decision-making based solely on PU and PEU, overlooking other influential factors such as organizational culture, social influence, job relevance, and external environmental conditions (Bagozzi, 2007). Furthermore, the model does not fully capture emotional or psychological barriers to technology adoption, such as resistance to change or anxiety about digitalization (Benbasat & Barki, 2007). While TAM provides a solid foundation for understanding e-HRM adoption among hotel employees, it is important to consider additional behavioral and contextual factors that may affect the implementation of digital HRM in the hospitality sector.By applying TAM as the theoretical lens, this study seeks to offer meaningful insights into the key factors shaping employees' acceptance of e-HRM practices in the hotel industry. These insights can assist HR professionals and hotel managers in developing targeted interventions that encourage digital adoption, thereby improving employee performance and enhancing overall organizational effectiveness within Abuja's competitive hospitality landscape.

**Empirical Review**

Ahmed (2019) investigated the influence of electronic human resource management (e-HRM) practices on organizational performance within the manufacturing sector in Bangladesh. A quantitative research approach was utilized, targeting HR professionals and employees from selected manufacturing companies. The study population included employees from various industrial sectors, with a sample of 250 respondents selected through stratified random sampling. Primary data were gathered using structured questionnaires, while secondary data were obtained from company reports and HR records. The survey method was employed for data collection, and statistical analysis, including multiple regression analysis, was conducted to examine the relationship between e-HRM practices and organizational performance. Results indicated that e-HRM significantly enhances efficiency, decision-making, and overall organizational productivity by optimizing HR functions such as recruitment, training, and performance assessment. Nevertheless, the study was constrained by its focus on the manufacturing sector, excluding insights from the service industry where e-HRM practices may yield different outcomes. Additionally, the research was conducted in Bangladesh, limiting its generalizability to other economic contexts. To address these constraints, future research should expand to service-oriented industries and cross-cultural settings for broader applicability. The present study addresses these gaps by analyzing the impact of e-HRM on employee efficiency and service quality in the hospitality sector in Abuja, Nigeria, thereby providing a comparative perspective on the effectiveness of digital HR practices across different industries and geographical regions.

Ang et al. (2019) investigated the impact of digital transformation in human resource management (HRM) on task performance and service quality within the hospitality sector, focusing on hotels in Singapore. The study employed a quantitative research design utilizing a survey-based approach. The population comprised HR professionals, hotel managers, and employees from selected five-star hotels, with a sample of 250 respondents. Primary data were collected through structured questionnaires, while secondary data were obtained from industry reports and HRM policy documents. Data collection involved online and face-to-face survey distribution, and structural equation modeling (SEM) was used for data analysis to establish relationships between digital HRM adoption, task performance, and service quality. Findings revealed that digital HRM significantly enhances employee task performance by streamlining HR processes,

improving efficiency, and facilitating real-time decision-making. Furthermore, service quality was positively influenced by the integration of digital HR tools, which supported employee training, performance monitoring, and customer engagement. However, the study was constrained by its focus on a single geographical location, limiting the generalizability of findings to other hospitality markets, particularly in developing economies. Additionally, the study primarily relied on self-reported survey data, potentially introducing response bias. To address these limitations, future studies could conduct cross-country analyses incorporating diverse cultural and economic settings and employ mixed-method approaches to provide deeper qualitative insights. The current study builds on this research by investigating the effect of e-human resource practices on employee performance in selected hotels in Abuja, Nigeria, offering a broader geographical perspective and incorporating both quantitative and qualitative data to enhance the reliability and applicability of findings.

Chen et al. (2023) investigated the mediating role of job satisfaction in the relationship between electronic human resource management (e-HRM), employee performance, and organizational commitment in family-owned SMEs in China. The study adopted a quantitative research design, targeting employees in small and medium-sized enterprises (SMEs). The population consisted of employees from various family-owned businesses, with a sample of 300 respondents selected using stratified random sampling. Primary data were collected using structured questionnaires, while secondary data were obtained from company records and HR reports. Data collection was conducted through surveys, and structural equation modeling (SEM) was employed for data analysis to establish relationships among e-HRM, job satisfaction, employee performance, and organizational commitment. Findings indicated that e-HRM positively influenced employee performance and organizational commitment, with job satisfaction serving as a significant mediating factor. However, the study was limited by its focus on family-owned SMEs, which may not reflect dynamics in larger corporations or non-family-owned businesses. Additionally, the research was geographically confined to China, limiting the generalizability of results to other regions. To address these limitations, future research should explore a broader range of business structures and conduct cross-cultural analyses to enhance the applicability of findings. The present study seeks to fill this gap by examining the impact of e-HRM on employee efficiency and service quality in the hospitality sector in Abuja, Nigeria, thereby providing comparative insights into the effectiveness of digital HR practices in different organizational and cultural contexts.

Nyathi (2022) investigated how electronic human resource management (e-HRM) contributes to employee and organizational performance in developing countries, focusing on the benefits and challenges of e-HRM adoption. The study was conducted in a developing country context using a quantitative research design. The population consisted of HR professionals and employees from various organizations that had implemented e-HRM, with a sample drawn from selected firms across multiple industries. Primary data were collected through structured questionnaires, while secondary data were obtained from organizational reports and HR records. Data collection involved online and face-to-face survey administration, and structural equation modeling (SEM) was used to assess the impact of e-HRM usage on employee efficiency and overall organizational performance. Findings revealed that e-HRM significantly enhances employee productivity, reduces administrative workload, and improves decision-making efficiency. However, study limitations included a narrow geographical scope, restricting the generalizability of findings, and the exclusion of organizations that had not yet implemented e-HRM, limiting comparative analysis. Additionally, the study relied primarily on cross-sectional data, preventing assessment of long-term effects. To address these limitations, future research should incorporate longitudinal data to evaluate the sustained impact of e-HRM, expand the geographical scope to include a broader range of developing economies, and compare organizations at different stages of e-HRM

adoption. The current study intends to bridge this gap by analyzing e-HRM's impact on employee efficiency and service delivery in Abuja's hospitality industry, providing a context-specific perspective on its effectiveness in enhancing organizational performance.

Vrontis et al. (2021) investigated the impact of digital transformation on employee performance in the service sector, focusing on organizations in Europe. The study employed a quantitative research design and surveyed a population comprising employees and HR managers from various service-oriented firms. A sample of 400 respondents was selected using stratified random sampling. Primary data were collected through structured questionnaires, while secondary data were obtained from company reports and HR databases. Data collection involved an online survey, and structural equation modeling (SEM) was used to evaluate the relationship between digital transformation initiatives and employee performance metrics. Findings revealed that digital transformation positively influences employee performance by enhancing efficiency, engagement, and innovation while reducing work-related stress through automation and streamlined workflows. However, the study was constrained by its geographic scope, as it focused only on European service firms, potentially limiting the generalizability of results to other regions with different digital adoption rates. Additionally, reliance on self-reported measures introduced potential biases in responses. To address these limitations, future research should consider cross-continental comparative studies incorporating diverse economic and technological environments. The current study extends this research by examining the effect of e-human resource practices on employee performance in selected hotels in Abuja, thereby filling the gap by providing insights from an African context and offering a broader understanding of digital HRM's impact on service-oriented organizations.

Nurlina et al. (2020) investigated the impact of electronic human resource management (e-HRM) and human resource service quality on employee performance within Indonesia. A quantitative research approach was utilized, targeting employees from various organizations that had adopted e-HRM systems. The study population included HR personnel and employees across multiple industries, with a sample of 250 respondents selected through purposive sampling. Primary data were collected via structured questionnaires, while secondary data were obtained from organizational HR records. The survey method was employed for data collection, and structural equation modeling (SEM) was used to analyze the relationships between e-HRM adoption, HR service quality, and employee performance. Results demonstrated that e-HRM significantly enhances HR service quality, which subsequently improves employee performance by optimizing HR operations, increasing engagement, and facilitating improved decision-making. Nevertheless, the study's geographical limitation to Indonesia restricts the generalizability of findings to other cultural and economic environments. Additionally, the use of cross-sectional data prevented the assessment of long-term e-HRM implementation effects. To address these limitations, future research should expand geographical coverage and utilize longitudinal approaches to better understand the sustained benefits of e-HRM. The current study extends Nurlina et al.'s research by examining e-HRM's impact on employee efficiency and service quality in selected hospitality firms in Abuja, Nigeria, thereby addressing both geographical and methodological limitations.

Susananto et al. (2023) investigated the relationship between electronic human resource management (e-HRM) and employee performance, incorporating employee green behavior as a key performance indicator in Indonesia. The research employed a quantitative design, focusing on employees in environmentally conscious organizations that had implemented e-HRM systems. The population comprised HR professionals and employees from sustainability-driven companies, with a sample of 300 respondents selected through stratified random sampling. Data were collected from primary sources using structured questionnaires and supplemented with secondary data from HR reports. The survey method was utilized for data collection, while

structural equation modeling (SEM) was applied for data analysis to evaluate the mediating effect of employee green behavior. Findings indicated that e-HRM significantly enhances employee performance by promoting green behavior, improving HR service efficiency, and fostering a sustainability-oriented work environment. However, the study's exclusive focus on Indonesia limited the generalizability of results to other regions with different organizational and environmental policies. Furthermore, the research did not examine industry-specific variations in e-HRM effectiveness. To address these limitations, future studies should include diverse geographical contexts and compare multiple industries to provide a comprehensive understanding of e-HRM's impact. The present study builds upon Susananto et al.'s research by examining e-HRM's influence on service quality and employee efficiency in selected hospitality firms in Abuja, Nigeria, thereby addressing geographical and industry-specific gaps.

Muchsinati et al. (2024) investigated the effect of e-HRM implementation on employee performance in manufacturing companies located in Batam, Indonesia. The study utilized a quantitative research design to examine the impact of e-HRM on employee performance and job satisfaction. The research involved 452 respondents from three manufacturing companies: PT. Venturindo Jaya Batam, PT. Sat Nusapersada, Tbk., and PT. LKD Multi Industri. Data were collected through questionnaires using a Likert scale and analyzed using SmartPLS and SPSS. Results indicated that e-HRM can enhance job satisfaction and employee performance. Specifically, ethical leadership, e-Recruitment & e-Selection, e-Performance Appraisal, and e-Compensation positively and significantly influenced job satisfaction. Moreover, job satisfaction demonstrated a positive and significant relationship with employee performance. However, e-Communication did not show a significant effect on job satisfaction. A limitation of this research was the suboptimal distribution of questionnaires due to company privacy requirements for distribution. A potential solution would be for future researchers to examine a broader scope and incorporate additional variables based on various theories and select more extensive samples to enhance research quality and development.

Fraji (2021) investigated how E-HRM can address HRM challenges during the pandemic in Jordan. The study employed a qualitative research design utilizing in-depth semi-structured interviews with 27 Jordanian human resources practitioners. Data were collected through online video and voice calls due to COVID-19 restrictions, with participants responding to open-ended questions. The study found that COVID-19 significantly reduced employee recruitment activities and cancelled employee training programs. Performance management became more challenging, and organizations struggled to meet financial obligations. The research recommended E-HRM to minimize physical interactions and engage employees in crisis management. A limitation of this study was the participation of only 27 HR professionals, as three others either declined or were unable to participate due to personal reasons. To address this, future research could aim for larger sample sizes to enhance the representativeness of findings.

Stachová et al. (2024) investigated the impact of e-HRM tools on employee engagement. The study was conducted in Central and Eastern Europe, targeting managers responsible for human resource management. Data were collected using questionnaires distributed from January to September 2020 and from March to December 2021, resulting in a sample of 1112 completed questionnaires in 2020 (out of 1552 contacted, 72% participation) and 1109 in 2021 (out of 1558 contacted, 71% participation). The research design involved quantitative survey data with qualitative insights from in-depth interviews, employing descriptive statistics, Spearman's correlation analysis, Chi-squared test, and the Kruskal-Wallis test for data analysis. Findings indicated that respondents generally held positive to neutral views on digital HRM practices, with big data analytics receiving the highest rating, and revealed a moderately strong positive correlation between the use of digital platforms and big data analytics. However, a weak correlation between

digital innovations and engagement suggested that the direct impact of digital tools on employee engagement is constrained by other factors. The study's limitations include a restricted sample from the Central and Eastern European region and reliance on self-assessed data. Future studies should include more diverse regions and long-term studies, combining quantitative data with qualitative insights.

**Literature Gaps**

A thorough examination of current research on financial inclusion and its influence on SME performance highlights several key gaps that this study aims to fill. Numerous prior investigations, including those by Hitlar et al. (2025), Obi (2023), and Arum et al. (2024), have concentrated on particular regions in Nigeria such as Idah Federal Constituency, Southeast Nigeria, and Enugu Metropolis as well as other African countries like Ghana and Kenya. However, none of these studies offer a detailed exploration of the Federal Capital Territory (FCT), Abuja. Given Abuja's distinct role as Nigeria's political and administrative capital, its business ecosystem may present unique characteristics in terms of digital infrastructure access, regulatory backing, and policy execution. This regional focus in earlier works limits the applicability of their findings to other contexts. Moreover, many existing studies rely on cross-sectional survey designs analyzed through descriptive statistics or simple regression models, often lacking a solid theoretical foundation. There is also a tendency to treat digital financial services as a single, undifferentiated entity rather than exploring the individual effects of tools such as mobile banking, e-wallets, and point-of-sale (POS) systems on specific SME performance metrics such as revenue generation, operational efficiency, and market expansion. Additionally, sampling methods in previous research have been limited, often centering on student populations or particular occupational groups, which weakens the generalizability of the results. To address these deficiencies, this study adopts a location-specific approach focused on Abuja, integrates Dynamic Capabilities Theory as a theoretical basis, and applies a disaggregated framework for analyzing variables. Through these methodological improvements, the research offers a more nuanced and empirically supported perspective on how digital financial inclusion affects SME performance within Nigeria's evolving economic landscape.

## METHODOLOGY

This study investigates the impact of E-Human Resource (E-HRM) practices on employee performance within five selected hotels in Abuja: Abuja Continental Hotel, Transcorp Hilton Abuja, Fraser Suites, Sheraton Hotel, and Bolton White Hotel, utilizing a descriptive survey research design. The research concentrates on three primary dimensions of E-HRM practices: E-Recruitment and Selection (ERS), E-Training and Development (ETD), and E-Performance Management (EPM), serving as independent variables influencing employee performance metrics including Task Performance (TP), Employee Retention (ER), and Service Quality (SQ). The study population encompasses 1,365 employees across these hotel establishments, with a final sample size of 362 respondents determined using Krejcie and Morgan's (1970) table. Stratified random sampling was implemented to ensure equitable representation across various job positions and hotel locations. Data collection was conducted through structured questionnaires comprising two sections: demographic characteristics and perceptions regarding E-HRM practices, measured using a 5-point Likert scale. Both descriptive and inferential statistical techniques including percentages, mean, standard deviation, and regression analysis were employed for data examination, utilizing SPSS software. A multiple regression model was formulated to evaluate the individual and collective effects of E-HRM practices on employee performance. The regression models are presented as follows:

$$TP = \beta_0 + \beta_1 ERS + \varepsilon_i$$

$$ER = \beta_0 + \beta_1 ETD + \varepsilon_i$$

$$SQ = \beta_0 + \beta_1 EPM + \varepsilon_i$$

$$EP = \beta_0 + \beta_1 ERS + \beta_2 ETD + \beta_3 EPM + \varepsilon_i$$

Where ERS stands for E-Recruitment and Selection, ETD for E-Training and Development, EPM for E-Performance Management, EP for Employee Performance (as measured by TP, ER, and SQ), $\beta_0$ for the intercept, $\beta_1$, $\beta_2$, and $\beta_3$ for the coefficients of the independent variables, and $\varepsilon$ for the error term. Each predictor variable's significance was assessed at a significance level of 0.05 in order to ascertain its impact on the hospitality sector. Expert review, pilot testing, and the Cronbach's Alpha test were used to determine the measurement instrument's validity and reliability. The results of the test showed that all constructs had internal consistency and reliability, with values above the acceptable cutoff of 0.7.

## RESULTS AND FINDINGS

The data's findings are presented in this section from the distributed questionnaire and analyzes them in line with the research objectives. The data are systematically arranged, interpreted, and discussed to provide meaningful insights into the effect of E-Human Resource Practices on the performance of employees in selected hotels in Abuja. The chapter includes the response rate, demographic characteristics of respondents, descriptive analysis of study variables, and inferential statistics used to test the research hypotheses. The findings are critically examined to determine their implications for the study and how they align with existing literature.

**Data Presentation and Analysis**

**Response Rate.**

| | |
|---|---|
| Questionnaire Distributed | 362 |
| Returned Questionnaire | 318 |
| Percentage of returned Questionnaire | 90% |
| Unreturned Questionnaire | 27 |
| Percentage of not returned Questionnaire | 10% |

Source: field Survey, (2025)

Table above details the response rate for the study's questionnaire distribution. Out of 270 distributed questionnaires, 243 were returned, resulting in a high response rate of 90%. This substantial return rate underscores the engagement and willingness of the respondents to participate in the study, thereby enhancing the reliability and validity of the research findings. Conversely, 27 questionnaires were not returned, accounting for 10% of the total distribution. The high response rate indicates robust participation from the sample population, which is crucial for obtaining a comprehensive understanding of the impact of insecurity on the performance of SMEs in Bwari Area Council.

**Test of Hypotheses**

**Hypothesis One**

**$H_{01}$:** There is no significant effect of E-Recruitment and Selection practices on task performance among employees in selected hotels in Abuja.

$TP = \beta_0 + \beta_1 ERS + \varepsilon_i$.....3.2

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .762[a] | .580 | .579 | .34525 |

a. Predictors: (Constant), ERS

*Source: Output SPSS (27.0)*

Table above provides a summary of the regression model examining the relationship between E-Recruitment and Selection (ERS) practices and task performance (TP) among employees in selected hotels in Abuja. The model's R value of .762 indicates a strong positive correlation between ERS practices and task performance, suggesting that E-Recruitment and Selection significantly influence employees' ability to perform their tasks effectively. The R Square value of .580 shows that approximately 58% of the variance in task performance can be

explained by ERS practices, highlighting the substantial explanatory power of this variable. The Adjusted R Square (.579) further confirms the robustness of the model after accounting for sample size and predictors. With a relatively low standard error of the estimate (.34525), the model demonstrates good precision in predicting task performance. These findings imply that rejecting the null hypothesis (H01) is reasonable, as the data strongly suggests a significant effect of E-Recruitment and Selection practices on task performance, underscoring the importance of optimizing these practices to enhance workforce productivity in the hospitality sector.

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 52.005 | 1 | 52.005 | 436.282 | .000[b] |
| | Residual | 37.667 | 316 | .119 | | |
| | Total | 89.672 | 317 | | | |

a. Dependent Variable: TP

b. Predictors: (Constant), ERS

*Source: Output SPSS (27.0)*

Table above presents the ANOVA results for the regression model examining the effect of E-Recruitment and Selection (ERS) practices on task performance (TP) among employees in selected hotels in Abuja. The F-statistic of 436.282 is highly significant, with a p-value of .000 ($p < .05$), indicating that the model explains a significant portion of the variance in task performance. This provides strong evidence to reject the null hypothesis ($H_{01}$), which posits no significant effect of ERS practices on task performance. The sum of squares for regression (52.005) demonstrates the substantial contribution of ERS practices to explaining variations in task performance, while the residual sum of squares (37.667) reflects the unexplained variance. With such a low p-value, the findings confirm that E-Recruitment and Selection practices have a statistically significant impact on employee task performance, underscoring their importance in enhancing workforce productivity and organizational success in the hospitality sector.

**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 1.104 | .147 | | 7.525 | .000 |
| | ERS | .754 | .036 | .762 | 20.887 | .000 |

a. Dependent Variable: TP

*Source: Output SPSS (27.0)*

Table above presents the coefficients of the regression model examining the effect of E-Recruitment and Selection (ERS) practices on task performance (TP). The unstandardized coefficient (B) for ERS is .754, indicating that a one-unit increase in ERS practices leads to a .754-unit increase in task performance, holding other factors constant. The standardized coefficient (Beta = .762) further highlights the strong positive relationship between ERS and task performance. The t-value for ERS is 20.887, which is highly significant, as evidenced by the p-value of .000 ($p < .05$). This confirms that ERS practices significantly influence task performance, providing strong grounds to reject the null hypothesis (H01). Additionally, the constant term (B = 1.104, t = 7.525, p = .000) shows that even in the absence of ERS practices, there is a baseline level of task performance. These findings underscore the critical role of E-Recruitment and Selection practices in enhancing employee task performance, emphasizing their importance in optimizing workforce productivity in the hospitality sector.

**Hypothesis Two**

**$H_{02}$:** E-Training and Development programs have no significant impact on employee retention in selected hotels in Abuja.

$ER = \beta_0 + \beta_1 ETD + \varepsilon_i$.....3.3

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .833[a] | .694 | .693 | .29901 |

a. Predictors: (Constant), ETD

*Source: Output SPSS (27.0)*

Table above presents a summary of the regression model analysing the connection between development (ETD) and e-training programs and retention of employees (ER) in selected hotels within Abuja. The R value of .833 demonstrates a strong positive correlation between ETD programs and employee retention, indicating that these programs substantially influence employees' decisions to remain with the organization. The R Square value of .694 reveals that approximately 69.4% of the variability in employee retention can be attributed to ETD programs, emphasizing their considerable explanatory strength. The Adjusted R Square (.693) further validates the model's reliability after adjusting for sample size and predictor variables. Given the relatively low standard error of the estimate (.29901), the model exhibits strong precision in forecasting employee retention. These results suggest that rejecting the null hypothesis (H02) is appropriate, as the data strongly indicates a significant influence of E-Training and Development programs on employee retention, highlighting their critical role in promoting workforce stability and organizational achievement within the hospitality industry.

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 64.040 | 1 | 64.040 | 716.278 | .000[b] |
| | Residual | 28.252 | 316 | .089 | | |
| | Total | 92.292 | 317 | | | |

a. Dependent Variable: ER

b. Predictors: (Constant), ETD

*Source: Output SPSS (27.0)*

Table above presents the ANOVA results for the regression model examining the impact of E-Training and Development (ETD) programs on employee retention (ER) in selected hotels in Abuja. The F-statistic of 716.278 is highly significant, with a p-value of .000 ($p < .05$), indicating that the model explains a significant portion of the variance in employee retention. This provides strong evidence to reject the null hypothesis (H02), which posits no significant impact of ETD programs on employee retention. The sum of squares for regression (64.040) demonstrates the substantial contribution of ETD programs to explaining variations in retention, while the residual sum of squares (28.252) reflects the unexplained variance. With such a low p-value, the findings confirm that E-Training and Development programs have a statistically significant and positive impact on employee retention, underscoring their critical role in fostering workforce stability and enhancing organizational success in the hospitality sector.

**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | .935 | .117 | | 7.963 | .000 |
| | ETD | .768 | .029 | .833 | 26.763 | .000 |

a. Dependent Variable: ER

*Source: Output SPSS (27.0)*

Table above presents the coefficients of the regression model examining E-Training and Development's (ETD) effects programs on retention of employees (ER). The unstandardized coefficient (B) for ETD is .768, indicating that a one-unit increase in ETD programs leads to a .768-unit increase in employee retention, holding other factors constant. The standardized coefficient (Beta = .833) highlights the strong positive relationship between ETD programs and retention. The t-value for ETD is 26.763, which is highly significant, as evidenced by the p-value of .000 ($p < .05$). This provides strong grounds to reject the null hypothesis (H02), confirming that ETD programs significantly influence employee retention. Additionally, the constant term (B = .935, t = 7.963, p = .000) shows that even in the absence of ETD programs, there is a baseline level of retention. These findings underscore the critical role of E-Training and Development programs in enhancing employee retention, emphasizing their importance in fostering workforce stability and organizational success in the hospitality sector.

**Hypothesis Three**

**$H_{03}$:** E-Performance Management does not significantly influence the service quality provided by employees in selected hotels in Abuja.

$SQ = \beta_0 + \beta_1 EPM + \varepsilon_i$.....3.4

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .818[a] | .670 | .668 | .30380 |

a. Predictors: (Constant), EPM

*Source: Output SPSS (27.0)*

Table above provides a summary of the regression model examining the relationship between E-Performance Management (EPM) and service quality (SQ) provided by employees in selected hotels in Abuja. The R value of .818 indicates a strong positive correlation between EPM practices and service quality, suggesting that effective performance management significantly influences employees' ability to deliver high-quality services. The R Square value of .670 shows that approximately 67% of the variance in service quality can be explained by EPM, highlighting its substantial explanatory power. The Adjusted R Square (.668) further confirms the robustness of the model after accounting for sample size and predictors. With a relatively low standard error of the estimate (.30380), the model demonstrates good precision in predicting service quality. These findings imply that rejecting the null hypothesis (H03) is reasonable, as the data strongly suggests a significant influence of E-Performance Management on service quality, underscoring its importance in enhancing guest satisfaction and organizational success in the hospitality sector.

**ANOVA**[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 59.085 | 1 | 59.085 | 640.171 | .000[b] |
| | Residual | 29.165 | 316 | .092 | | |
| | Total | 88.250 | 317 | | | |

a. Dependent Variable: SQ
b. Predictors: (Constant), EPM
*Source: Output SPSS (27.0)*

Table above presents the ANOVA results for the regression model examining the influence of E-Performance Management (EPM) on service quality (SQ) in selected hotels in Abuja. The F-statistic of 640.171 is highly significant, with a p-value of .000 ($p < .05$), indicating that the model explains a significant portion of the variance in service quality. This provides strong evidence to reject the null hypothesis (H03), which posits that E-Performance Management does not significantly influence service quality. The sum of squares for regression (59.085) demonstrates the substantial contribution of EPM to explaining variations in service quality, while the residual sum of squares (29.165) reflects the unexplained variance. With such a low p-value, the findings confirm that E-Performance Management has a statistically significant and positive impact on service quality, underscoring its critical role in enhancing employee performance, guest satisfaction, and overall organizational success in the hospitality sector.

**Coefficients**[a]

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | .708 | .136 | | 5.220 | .000 |
| | EPM | .830 | .033 | .818 | 25.302 | .000 |

a. Dependent Variable: SQ
*Source: Output SPSS (27.0)*

Table above presents the coefficients of the regression model examining the influence of E-Performance Management (EPM) on service quality (SQ). The unstandardized coefficient (B) for EPM is .830, indicating that a one-unit increase in EPM practices leads to a .830-unit increase in service quality, holding other factors constant. The standardized coefficient (Beta = .818) highlights the strong positive relationship between EPM and service quality. The t-value for EPM is 25.302, which is highly significant, as evidenced by the p-value of .000 ($p < .05$). This provides strong grounds to reject the null hypothesis (H03), confirming that E-Performance Management significantly influences service quality. Additionally, the constant term (B = .708, t = 5.220, p = .000) shows that even in the absence of EPM practices, there is a baseline level of service quality. These results highlight the crucial part that E-Performance Management in enhancing service delivery, emphasizing its importance in improving guest experiences and achieving organizational success in the hospitality sector.

$EP=\beta_0+\beta_1ERS+\beta_2ETD+\beta_3EPM+\varepsilon$…….3.5

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .625[a] | .391 | .385 | .43705 |

a. Predictors: (Constant), EPM, ERS, ETD

*Source: Output SPSS (27.0)*

Table above provides a summary of the regression model examining the combined effects of E-Recruitment and Selection (ERS), E-Training and Development (ETD), and E-Performance Management (EPM) on employee productivity (EP) in selected hotels in Abuja. The R value of .625 indicates a moderate positive correlation between these electronic human resource management practices and employee productivity, suggesting that they collectively influence workforce performance. The R Square value of .391 shows that approximately 39.1% of the variance in employee productivity can be explained by the predictors, highlighting their explanatory power. The Adjusted R Square (.385) further confirms the robustness of the model after accounting for sample size and multiple predictors. With a standard error of the estimate of .43705, the model demonstrates reasonable precision in predicting employee productivity. These findings imply that the combined use of ERS, ETD, and EPM plays a significant role in enhancing employee productivity, underscoring the importance of integrating these e-HRM practices to drive workforce efficiency and organizational success in the hospitality sector.

**ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 38.529 | 3 | 12.843 | 67.237 | .000[b] |
| | Residual | 59.978 | 314 | .191 | | |
| | Total | 98.508 | 317 | | | |

a. Dependent Variable: EP

b. Predictors: (Constant), EPM, ERS, ETD

*Source: Output SPSS (27.0)*

Table above presents the ANOVA results for the regression model examining the combined effects of E-Recruitment and Selection (ERS), E-Training and Development (ETD), and E-Performance Management (EPM) on employee productivity (EP). The F-statistic of 67.237 is highly significant, with a p-value of .000 ($p < .05$), indicating that the model explains a significant portion of the variance in employee productivity. This provides strong evidence to reject the null hypothesis, which suggests that these There is no discernible combined impact of e-HRM practices on productivity. The sum of squares for regression (38.529) demonstrates the substantial contribution of the predictors to explaining variations in employee productivity, while the residual sum of squares (59.978) reflects the unexplained variance. With such a low p-value, the findings confirm that ERS, ETD, and EPM collectively have a statistically significant impact on employee productivity. These results underscore the importance of integrating these e-HRM practices to enhance workforce efficiency and drive organizational success in the hospitality sector.

**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | T | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 1.584 | .203 | | 7.788 | .000 |
| | ERS | .439 | .038 | .424 | 11.534 | .000 |
| | ETD | .377 | .068 | .395 | 5.528 | .000 |
| | EPM | .268 | .089 | .250 | 3.012 | .003 |

a. Dependent Variable: EP

*Source: Output SPSS (27.0)*

Table above presents the coefficients of the regression model examining the individual and combined effects of E-Recruitment and Selection (ERS), E-Training and Development

(ETD), and E-Performance Management (EPM) on employee productivity (EP). The unstandardized coefficients indicate that ERS (B = .439), ETD (B = .377), and EPM (B = .268) all positively influence employee productivity, with ERS having the strongest impact. The t-values for each predictor ERS (t = 11.534), ETD (t = 5.528), and EPM (t = 3.012)—are statistically significant, as evidenced by their p-values (.000 for ERS and ETD, and .003 for EPM, all < .05). These results provide strong grounds to reject the null hypothesis, confirming that each e-HRM practice significantly contributes to employee productivity. Additionally, the standardized coefficients (Beta values) reveal the relative importance of each predictor, with ERS (.424) having the highest explanatory power, followed by ETD (.395) and EPM (.250). These findings emphasize the critical role of integrating ERS, ETD, and EPM practices to enhance workforce productivity and drive organizational success in the hospitality sector.

**Discussion of Findings**

The findings from the analysis provide valuable insights into the impact of electronic human resource management (e-HRM) practices on task performance, employee retention, and service quality in selected hotels in Abuja. These results are discussed below in relation to each hypothesis, supported by empirical evidence and theoretical frameworks such as the Technology Acceptance Model (TAM), Resource-Based View (RBV) Theory, and Human Capital Theory (HCT).

In relation to Hypothesis One ($H_{01}$), which stated that *E-Recruitment and Selection practices have no significant effect on task performance*, the study found a statistically significant and positive effect of E-Recruitment and Selection on task performance. This aligns with the Technology Acceptance Model (TAM) which posits that perceived usefulness and ease of use of technology improve user acceptance and efficiency (Davis, 1989), and with the Resource-Based View (RBV) theory which emphasizes technology as a strategic resource. The empirical findings are consistent with the studies of Ang et al. (2019) who found that digital recruitment tools improved employee efficiency and Ahmed (2019) who concluded that web-based recruitment systems significantly enhanced employees' ability to meet performance targets in the Bangladeshi manufacturing sector. Additionally, Susananto et al. (2023) affirmed that E-Recruitment facilitated better role-to-competence matching, thereby improving employee output. In the Nigerian context, Nwankwo and Okoro (2020) also reported that digitalized recruitment significantly improved employee performance in hotels. Although Bondarouk and Brewster (2018) cautioned that technology in HRM can be limited by contextual challenges such as digital infrastructure, the current study demonstrates that in Abuja's hotel industry, these limitations do not substantially impede the effectiveness of E-Recruitment. Hence, this study confirms the hypothesis to be false and rejects $H_{01}$.

With respect to Hypothesis Two ($H_{02}$), which proposed that *E-Training and Development has no significant impact on employee retention*, the study's analysis showed a strong, positive, and statistically significant effect. This finding is supported by the Human Capital Theory (HCT) which argues that organizations benefit from investing in the development of their workforce through increased loyalty and reduced turnover (Becker, 1964). Empirical evidence from Chen et al. (2023) and Nurlina et al. (2020) supports this outcome, indicating that digital training platforms enhance learning accessibility and motivate employees to remain with their organizations. Nyathi (2022) also found that in developing economies, E-Training played a pivotal role in influencing retention by fostering a culture of continuous learning. The study by Muchsinati et al. (2024) revealed similar outcomes in the hospitality sector, demonstrating that digital learning environments improved employee satisfaction and commitment. However, Marler and Parry (2021) expressed reservations about the long-term sustainability of E-Training's impact if not continuously updated or aligned with organizational strategy. Despite this caution, the present study's findings uphold the effectiveness of E-Training and Development in enhancing employee retention

in Abuja hotels, thus leading to the rejection of $H_{02}$.

Concerning Hypothesis Three ($H_{03}$), which stated that *E-Performance Management does not significantly influence the service quality provided by employees*, the regression results showed a significant positive relationship between EPM and service quality. This is consistent with the TAM framework which supports the effectiveness of digital systems in enhancing user behavior and performance, as well as the RBV theory, which views technology-based performance systems as strategic capabilities. Vrontis et al. (2021) found that real-time, data-driven performance feedback mechanisms contributed significantly to service improvement in the service sector. Similarly, Stachová et al. (2024) and Fraij (2021) emphasized that digital performance monitoring leads to timely interventions and improved employee responsiveness in customer service roles. In the African context, Nyathi (2022) noted that digital performance tracking improved accountability and service delivery. While Marler and Fisher (2022) acknowledged that overdependence on digital tools might overlook the human dimension of performance appraisals, this study shows that in practice, EPM has enhanced service consistency and responsiveness in the Abuja hotel industry. Therefore, the null hypothesis $H_{03}$ is rejected.

In summary, the findings across the three hypotheses align with major theoretical frameworks (TAM, RBV, and HCT) and are supported by a wealth of contemporary empirical studies. While a few scholars have identified contextual limitations or implementation barriers (Bondarouk & Brewster, 2018; Marler & Parry, 2021), the current study does not encounter substantial empirical antagonism. Instead, it reinforces the practical value of E-HRM practices in boosting employee performance indicators in Nigeria's hospitality industry, particularly in Abuja.

## CONCLUSION AND RECOMMENDATIONS

This study demonstrates that E-Human Resource Management (E-HRM) practices have a profound and transformative impact on employee performance within the hospitality sector, particularly in selected hotels in Abuja. Empirical findings reveal that E-Recruitment and Selection enhances task performance by enabling more efficient and accurate matching of candidates to job requirements through automated hiring systems. This leads to improved productivity and better alignment of employee competencies with organizational needs. Additionally, E-Training and Development was found to significantly contribute to employee retention, as access to digital learning platforms supports continuous professional growth, increases job satisfaction, and reduces turnover rates. The study also highlights that E-Performance Management plays a crucial role in enhancing service quality by providing real-time feedback, setting clear performance expectations, and recognizing employee contributions factors that promote accountability and service excellence. Grounded in theoretical frameworks such as the Technology Acceptance Model (TAM), Resource-Based View (RBV), and Human Capital Theory (HCT), these findings underscore the strategic importance of integrating E-HRM practices into hotel operations. Ultimately, adopting digital HR solutions is not merely an operational enhancement but a strategic necessity for improving workforce efficiency, retaining skilled employees, and delivering superior customer experiences in the competitive hospitality industry.

Based on the findings and analysis of this study, the following professional recommendations are offered to hotel management and human resource practitioners in the hospitality sector, particularly in Abuja:

i. Since E-Recruitment and Selection was found to have a significant positive effect on task performance, hotel management should invest in upgrading and maintaining efficient online recruitment platforms that are user-friendly, transparent, and capable of screening applicants using competency-based tools. By automating the recruitment process with AI-driven

systems and integrated applicant tracking software, hotels can attract top talent and assign them to roles that align with their skills, thereby improving overall employee productivity.

ii. Given the strong positive E-training and development's effects on employees retention, HR departments across hotels should prioritize continuous digital learning by offering accessible and relevant e-learning programs tailored to various roles. These programs should include personalized training paths, performance-based progress tracking, and periodic updates aligned with industry trends. Doing so not only enhances employees' capabilities but also fosters loyalty and reduces turnover, as employees feel more valued and empowered in their professional growth.

iii. In view of the significant influence of E-Performance Management on service quality, it is recommended that hotel organizations implement robust electronic performance management systems that provide real-time feedback, goal alignment, and regular appraisals. These systems should be transparent and interactive, allowing both managers and employees to set clear expectations, monitor progress, and identify areas for improvement. Enhanced performance management systems help maintain high service standards and ensure that employees consistently deliver quality customer experiences.

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