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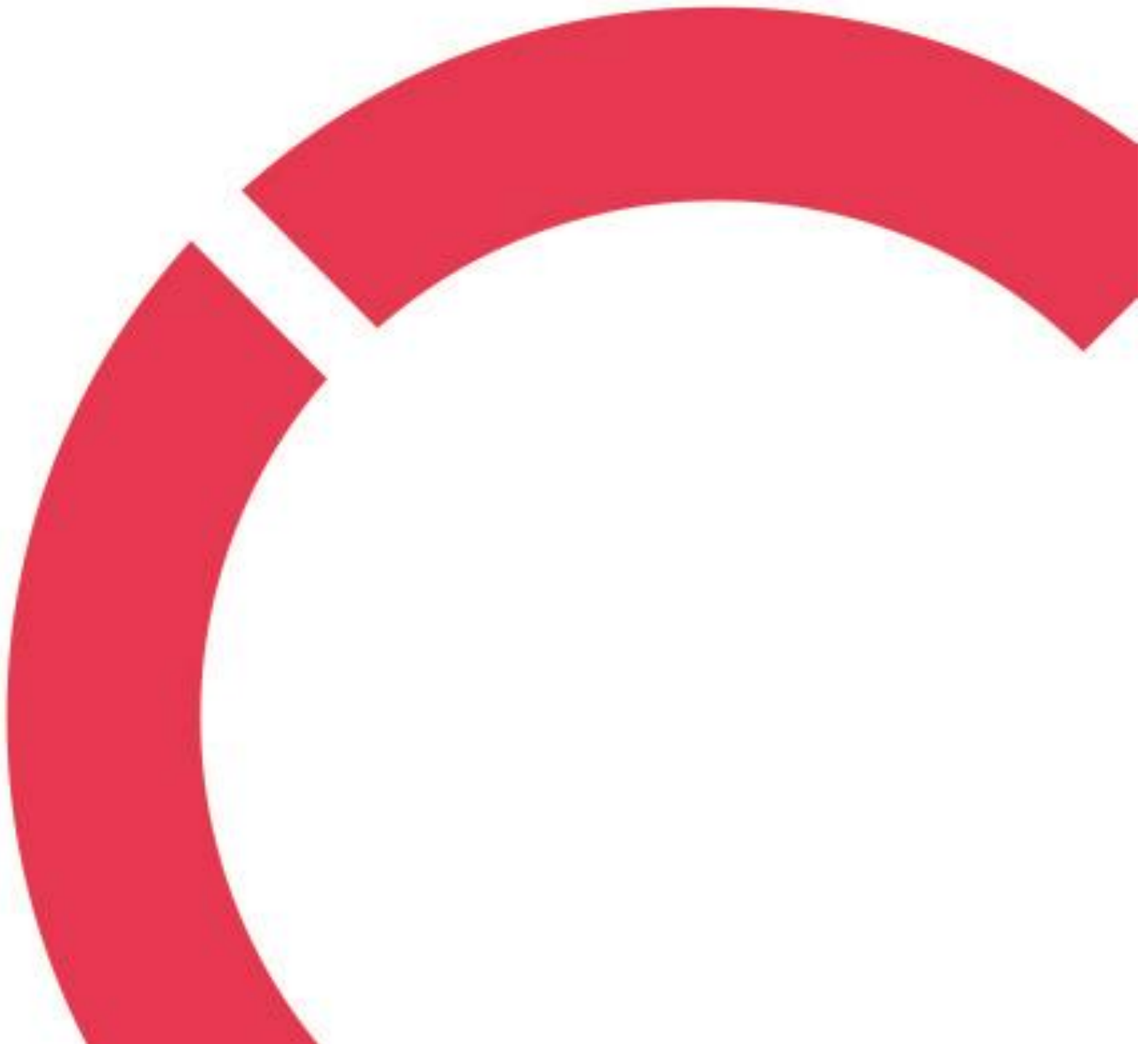
**THE IMPACT OF E-HRM ON EMPLOYEE'S PERFORMANCE IN
CAMEROON TELECOMMUNICATIONS COMPANY**

Thesis

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ABSTRACT

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Name of thesis THE IMPACT OF E-HRM ON EMPLOYEE'S PERFORMANCE IN CAMEROON TELECOMMUNICATIONS COMPANY		
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<p>The thesis is written about the impact of electronic human resource management on employee's performance in CAMTEL (Cameroon Telecommunications) Company. The aim of the thesis therefore was to examine the possible relationship between a form of E-HRM and the level of performance of management employees. In other words, the study sought to find out how an E-HRM system can impact on the performance of management employees.</p> <p>The research design was done using a qualitative single case study based on semi-structured interview conducted via phone calls. Data was collected during semi-structured interviews with 6 middle management employees including 4 HR managers and 2 other functional managers in a successful company in the telecommunication industry in Cameroon. CAMTEL is highlighted as the commissioning organization. The case study model is the methodology that was used to gather and analyze secondary data sources for this thesis. Thus, information obtained for the thesis through qualitative research was constructed in conjunction with secondary data sources. In addition, these secondary sources of data were collected from books, journals, e-books, websites, and online material. My results show that there exists a significant positive relationship between e-HRM and organizational and management performance. We therefore conclude that e-HRM enhances performance, reduces workload, and improves development.</p>		
Key words E-HRM, E-hiring, Employee Performance, E-training		

CONCEPT DEFINITIONS

E-HRM: E-HRM (Electronic Human Resources Management) herein also referred to as e-management of personnel is a digital system of human resources management that allows for “self-service” functions to be accomplished especially through relational e-HRM which consists mainly of e-hiring, e-training, and e-appraisals. (Abu-Ashour and Nemri, 2013.)

Employee Performance: Performance is the accomplishment of specified goals evaluated against pre-established or specified benchmarks for cost, speed, accuracy, and completeness. Increased productivity, ease of use of new technologies, and highly engaged employees are examples of how well employees are performing. (Afshan et al., (2012.)

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1. INTRODUCTION

In today's fast changing global economy, powerful forces are reshaping the business world and thus leading to a fundamental shift in organizational processes. Some of these powerful forces for change, especially in business organizations, are the rise and development of ICTs (information and communication technologies), especially the Internet and the globalization phenomenon it has inspired (Martensson, 2000). e-HRM, or electronic human resources management, commonly referred to as e-management of personnel, makes it clear that managers and staff can use it to accomplish "self-service" duties (CRANET, 2011). Bondarouk (2004) claims that electronic personnel management, or e-management, can be simply referred to as e-HRM. Bondarouk (2004) also cites Wright and Dyer (2000) who distinguish three areas of HRM: transactional HRM, traditional HRM, and transformational HRM, where organizations can choose to "offer" HR services in person or electronically. Similar distinctions are made by Lepak and Snell (1998), specifically between relational and operational HRM.

E-hiring here entails e-recruitment followed by e-selection amongst other activities. E-recruitment is the process of using the internet to find applicants for open positions in businesses. E-recruitment is the incorporation and application of internet technology to enhance the effectiveness of the hiring process. Additionally, hiring more effectively and quickly might provide a business an edge over rivals in the same industry. Nonetheless, web-based hiring has become so popular that businesses who put off integrating it into their corporate information systems and strategy would now be at a disadvantage (Anand & Chitra, 2016).

In addition, according to Bardach (1997) cited by Taylor (2002), e-training is like e-learning in numerous ways, especially in terms of the means of delivery and technology used. E-learning, on the other hand, is particularly created to accomplish a certain learning objective or skill, whilst e-training takes place faster. Web-based and video-based training are two of the most popular forms of e-training.

This explanation is consistent with that provided by Mohsin & Sulaiman (2013), who defined e-training as a trainer using technology to provide specialized information to a worker via an intranet or internet.

According to Bondarouk (2011), electronic assessments entail completing web-based forms that allow the company and the individual to assess, scrutinize, and assess how well targets have performed over time. Formal and informal approaches might be used in this process (Bondarouk, 2011). It can be used to identify promotion candidates, determine transfers and assignments, identify poor performance, decide layoffs, validate selection criteria, meet legal requirements to mention just a few. Performance appraisal can be conducted once, twice, or even several times a year (Byars & Rue 2006).

The concept of employee performance has changed significantly in the last many years, but according to Lee et al. (2000), performance is now seen as the result of employees' efforts to help them achieve their objectives. In this study, "employee performance" refers to the accomplishment of activities as evaluated against preset or defined criteria for precision, thoroughness, cost, and speed. Employee performance can be manifested in the form of improvements in production, easiness of using a new technology and or the level of motivation of employees (Nextford, 2024).

Therefore, the purpose of this thesis is to investigate the ideas and potential connection between employee performance and e-HRM. Stated differently, the goal of the study is to investigate the connection between management staff performance levels and their use of e-HRM. It would be required to pose the following questions in order to gain a better understanding of the problem or problems: "Does the management become more qualified by adopting E-HRM, and does the management become more effective?"

The study shall be carried out in the commissioning company namely: Cameroon Telecommunications (CAMTEL) Company, from where data shall be obtained and processed. Research findings shall therefore be based on data gotten through interviews.

The thesis is composed of six chapters. The study backdrop, problem statement, research aims, study importance, and commissioning company would all be covered in detail in chapter one.

Chapter two begins by capturing the conceptual framework and proceeds with a theoretical literature review that explains underlying concepts and theories of the study and an empirical literature review that provides an overview of previous studies conducted in the study area. Chapter three follows thereafter. It begins by describing the research methodology used to collect and analyse data. The study will involve interviews to gather data on the system of E-HRM and on the level of employees' performance in the commissioning company. Later in chapter three, I would elaborate on the mission, history, vision, and structure of the

commissioning company namely: Cameroon Telecommunications (CAMTEL) Company. In chapter four, the empirical research data would be presented, analysed, and discussed to bring out findings and suggestions to the commissioning company. Chapter five will consist of a conclusion with recommendations for management of similar organisations in the field. Finally, chapter six will be made up of suggestions for future research in this area of study.

For this study, data will be gotten from both primary and secondary sources. Interviews will constitute the primary data collection instrument. Primary data will be collected using mostly semi-structured questions, indicating that the empirical research for this thesis will use only a qualitative approach. Secondary data will be gotten from published materials such as journals, relevant textbooks, and online resources. Interview questions would be administered to management employees of CAMTEL (Cameroon Telecommunications) Company via social media channels and emails. The findings of the study will be analysed on feedback gotten from the interviews. The commissioner for this thesis will receive recommendations based on the findings.

2. THEORETICAL BACKGROUND AND LITERATURE REVIEW

The purpose here was to identify key concepts, evaluate and explained relevant theories related to this work.

2.1 Theoretical Background

Today, there are many approaches to management theory. These approaches have accumulated over many hundred of years. The great industrial change based in part on Adam Smith's idea of mass production through specialization and division of labour of the 1700's e.g., Henry Ford's success in automobile manufacturing was highly attributed to the application of Adam Smith's pioneering ideas on the Design & Organisation of Work, with principles such as Division of Work and Specialisation.

The twentieth century saw a significant development of management theories as mass production and subsequent competitive pressures forced managers to consider more effective approaches to accomplish goals. A management theory is a set of concepts, ideas or principles which can explain and predict the behaviour of organisations and the behaviour of organisational members e.g., the systems theory by Schermerhorn , 2011.

2.1.1 Scientific Management

The work of Taylor (1911), cited by Schermerhorn (2011), encapsulates the key ideas of "The Principles of Scientific Management," a book that was republished in 1967 and states that the primary goal of management should be to ensure maximum prosperity for both the employer (by lowering costs and raising profits) and the employee (by increasing worker pay through cost savings and profits realized through increased productivity). This theory has been paraphrased and stated variously. According to Koontz (1984) describes the theory as Taylorism and states its underlying principles as follows. Work should be split into work parts based on a careful work study. A science (organized knowledge) should be developed for each job to replace rules of thumb or guesswork. Employees with the right abilities (time efficient & motion efficient) should be carefully or scientifically selected for each job. Employees should be fully and carefully trained and equipped and given proper incentives to cooperate with their job science towards the company's

highest prosperity; Managers should support employees by: Planning their work for them; smoothing the way for employees, for instance, allowing them to work for maximum output, obtaining harmony in their group actions and cooperating with them (Kinicki, 2016). According to Taylor (1911) as cited in Schermerhorn (2011), potential employees with the right abilities should be carefully or scientifically selected for each job and in the context of e-HRM systems. E-hiring reflects the idea of scientific selection during the employment process.

Limitations of scientific management theory also exist. The application of the scientific method and its associated concepts today and even shortly after Taylor's pronouncements still did not give expected improvements in productivity. According Kinicki (2016), the limitations of this theory begin with the argument that since Taylor and his followers, were naive in thinking that only money and/or fear of losing a job is (are) the only weapons of motivating them to higher productivity. Thirdly, the beliefs of Taylor and his supporters made workers into inflexible followers of policies and practices over which they had no control. Fourthly, the ideas of Taylor and his followers placed the planning and controlling of work-based activities exclusively in the hands of managers. Today studies have shown that the best way to carryout management functions especially planning and controlling should involve subordinate staff. Finally, Taylor and his followers put forth ideas of increasing productivity which led to unnecessary fragmentation of work, simply on account of focusing on analysis of an organization on individual task or operations. (Schermerhorn, 2011)

2.1.2 Immaturity – Maturity

Argyris (1957) as cited by Kinicki (2016) realized that traditional and hierarchical organisations as propounded by classical management writers tend to conflict with the needs and capabilities of mature adult employees. His theory of immaturity – maturity states that human personality develops from immaturity to maturity in a continuum in which he/she grows from passivity to pro-activity amongst other changes. Therefore, organizations that are structured or designed to empower employees with higher responsibility such as decentralized organizations, tend to trigger the qualities of the mature personality in adult employees towards higher productivity (Kinicki, 2016).

The Immaturity – Maturity Theory is relevant in this study. Among other things, Argyris' theory(1957) states that "Managers must restructure their organization and jobs towards opportunities for mature employee behaviour because most people at work are adults with mature personalities and need to be

motivated to improve performance”. Since e-HRM empowers employees with latest ICTs as aids to hiring, training and appraisals, amongst others, it means that e-HRM, once implemented can help make management employees more pro-active and thus enhancing their performance. Besides, the time gained, and money saved when e-HRM tools get to replace the old manual HRM tools, gives room for the management employees making use of these tools to take initiatives and get creative in solving other challenges independently and so making the mature personality in management employees to manifest, thus motivating them to outperform.

Limitations of the Immaturity-Maturity Theory are threefold. Despite the lucid explanation this theory offers for the need to use e-HRM systems in an organisation, the theory still suffers from the following limitations. Firstly, the theory failed to consider the fact that people at work are complex and variable beings towards work; that is, the concept of social man and self-actualising man also failed to fully account for the behaviour of people at work. In addition, expected levels of productivity were still not achieved with the use of behavioural approach to management theory. Above all, this approach can also be qualified as too sentimental on the workers and at times detrimental to the set organisational goals being pursued. (Kinicki, 2016).

2.1.3 The New Learning Organisation Theory

The theory of the Learning organisation and organisation learning is based on the system and contingency theories. Senge (1996) reiterates that the system theory is the “Cornerstone” of the Learning Organisation Concept. Buchanan and Huczynski (2010) is cited by Cole and Kelly (2011, 119) to describe the learning organisation as one form of organisation that enables individual learning to create valid outcomes such as innovation, efficiency, environmental alignment, and competitive advantage. To survive, the learning organization will need to be a living, learning ecosystem that intelligently supports the performance and learning of its entire population, continuously transforming itself, with learning as a strategic pillar rather than an enabler or cost centre as it is today, according to Lawrence (2017).

According to Thomas Clarke and Stewart Clegg (2000) the book titled: *Changing Paradigms: The Transformation of Management Knowledge for the 21st Century*, in the context of a few significant changes in the global business environment, it is possible to identify emerging trends in the development of management paradigms, including quickly evolving management ideas, improving practice, and a massive

proliferation of management literature. The Concept of Learning Organizations The theories of systems and contingencies also form the foundation of the notion of the learning organization and organization learning.

Senge (1996) reiterates that the system theory is the “Cornerstone” of the Learning Organisation Concept. Buchanan and Huczynski (2010) is cited by Cole and Kelly (2011) to describe the learning organisation as one form of organisation that enables individual learning to create valid outcomes such as innovation, efficiency, environmental alignment, and competitive advantage. Garvin (1993, 80) is cited by Cole and Kelly (2011, 485) as saying that a learning organization is one that is adept in producing, obtaining, and disseminating knowledge as well as adapting its behaviour to consider fresh insights and knowledge.

Senge (1996) goes on to say that learning organizations are adept at five key tasks: formulating systematic problem-solving strategies based on the tenets and practices of the quality movement; experimenting with novel ideas; drawing lessons from past experiences and personal experience; assiduously and rapidly disseminating knowledge throughout the organization. Organizations can acquire knowledge through two primary methods: firstly, through trial and error, also known as experiential learning or learning by doing; secondly, through learning from the experiences of others, including suppliers and competitors; thirdly, through training and development; external benchmarking, consultants, customers, factory visits; online databases, magazines, and journals; mergers, acquisitions, strategic alliances, licensing, and franchises.

According to the new learning organisation concept, management today can be viewed from a contingency and an integrative approach wherein motivation is simply the outcome of a complex process of social learning – learning achieved by people as they behave and interact with others in their social environment. Schermerhorn 2011 suggests that social learning can help people “learn” to work hard or not to work hard by thinking about and responding to what happens to them in the workplace. Key concerns are individual needs, available rewards and reinforcements, actual job experiences, satisfaction achieved, and what others are doing.

The New Learning Organisation Theory being one of the most recent management theories is most relevant for this study as it clearly explains and predicts the future of e-HRM systems. Since e-HRM systems paint a picture of a thriving people-led virtual organisation, this falls in line with some key characteristics of the New Learning Organisation namely: an agile and people-led organisation with digitally enabled

infrastructure that permits a fluid exchange of knowledge, ideas, and adaptation of competence and which uses insight & performance analytics to drive organisational performance and customer experience.

Limitations of the New Learning Organisation Theory also exist. This theory is not without its shortcomings. In the first place, the theory restricts the human resource manager's freedom of judgement and secondly, the theory is based on a simplified assumption that man is a complex and variable being towards work and in real life, this may be faulty.

2.2 Literature Review

In a recent study, Salih et al. (2022) looked at how corporate performance (CE) in telecommunication companies in the Kurdistan region of the Duhok governorate was impacted by E-HRM methods. Salih et al., 2022 made use of quantitative statistics to measure the progress of their entrepreneurial capacities through AI in E-HRM systems and employed an exploratory research design in the study and a structured questionnaire was used to collect data from sample of 32 employees of the telecommunications company under study, to shed light on the drivers of HRM service quality. After using SPSS software to analyse the data collected, the results identified a significant correlation between the independent variable E-HRM practices (E-recruitment, E-selection, E-training and development, E-rewards and compensations, and E-performance appraisal) and the dependent variable corporate performance. The findings from the study showed that there is a positive and significant role-played e-HRM in the performance of corporate entities. These results implied a significant positive relationship between the use of ICT in HRM and the performance efficiency of management employees in corporate bodies (Salih et al.,2022).

In another recent study aimed at investigating the adoption of electronic Human Resources Management (e-HRM) by a telecommunications-based organisation in Zimbabwe, Rajitha (2020) utilised a quantitative case design and used a questionnaire to collect data from a target of 130 managers and supervisors. To achieve the study's objective, the collected data was analysed by conducting factor analysis using principal component analysis. A varimax rotation was conducted. According to the results, 71.7% of the participants concurred that electronic human resource management (e-HRM) enhanced human resources management by reducing administrative expenses. This result is consistent with that of Marler and Parry (2015), who found that e-HRM had a 95% reduction in hiring costs. 64% of respondents agreed that e-HRM had automated the processing of personnel records when asked about its impact on this process. Adopting e-

HRM allows HRM personnel more time to concentrate on organizational strategy, according to the majority of respondents (91.32%), (Rajitha 2020).

To determine if e-HRM results in improved HRM services, Bondarouk et al. (2017) conducted study earlier in 2017. Examining the relationship between e-HRM and HRM service quality was the goal of the study, which also addressed two recommendations from recent e-HRM studies: (i) emphasizing the significance of the interaction between organizational and technological factors, and (ii) demonstrating that e-HRM implementation leads to improved HRM service quality. The study used an exploratory research approach and a structured questionnaire to gather information from a sample of 140 administrative unit employees to identify the factors that influence HRM service quality. After using moderated mediation analysis on data collected, the results identified strong positive direct effects of HRM strength and of e-HRM strength. They later concluded that the key drivers of HRM service quality are the strengths both of HRM and of e-HRM. Even though they failed to uncover either mediation or contingent mediation effects, the study contributed to e-HRM research by identifying the main antecedent of HRM service quality as HRM strength (Bondarouk et al, 2017).

A related study named "The impact of ICT on the efficiency of HRM in Cameroonian enterprises: Case of the Mobile telephone industry" was also conducted by Ngwe & Puatwoe (2017). This study set out to ascertain how information and communication technology affected the effectiveness of human resource management in the mobile telecommunications industry in Cameroon. Its specific goal was to find out how the following aspects of human resource management—human resource planning, training and development, recruitment and selection, evaluation, and compensation—are impacted by the usage of ICT. In the study, an exploratory research approach was utilized, and data from a sample of 120 management, senior, junior, and contract staff members of the 03 (three) major mobile phone operators were gathered using a standardized questionnaire. The association between the variables in the study was established using the information acquired and the Pearson correlation coefficient; the total effect of the study factors on the dependent variable was determined using regression analysis. The study's conclusions demonstrated that these variables have a substantial and favourable link with one another. The use of ICT in human resource planning, evaluation and compensation, training and development, selection and recruiting, and human resource management efficiency was found to have a strong positive correlation with these outcomes. This demonstrates how ICT use ensures the effectiveness of human resource management, and it follows that

regular training and development in ICT should be improved to enable proper interactions between HRM and the various departments, which may result in increased organizational efficiency (Ngwe & Puatwoe, 2017).

2.3 Conceptual Framework

A framework for the dependent variable (Employee Performance) and independent variable (E-HRM) in the research can be captured using the following construct. Three sub-variables or dimensions, which were covered in the previous introduction chapter, comprise the independent variable: e-hiring, e-training, and e-appraisals. These independent dimensions can affect the dependent variable, employee performance as independent factors. The dependent variable on the other hand can be measured using just one key dimension, reduced workload (time saved to carry out other critical work assignments) of the management employee.

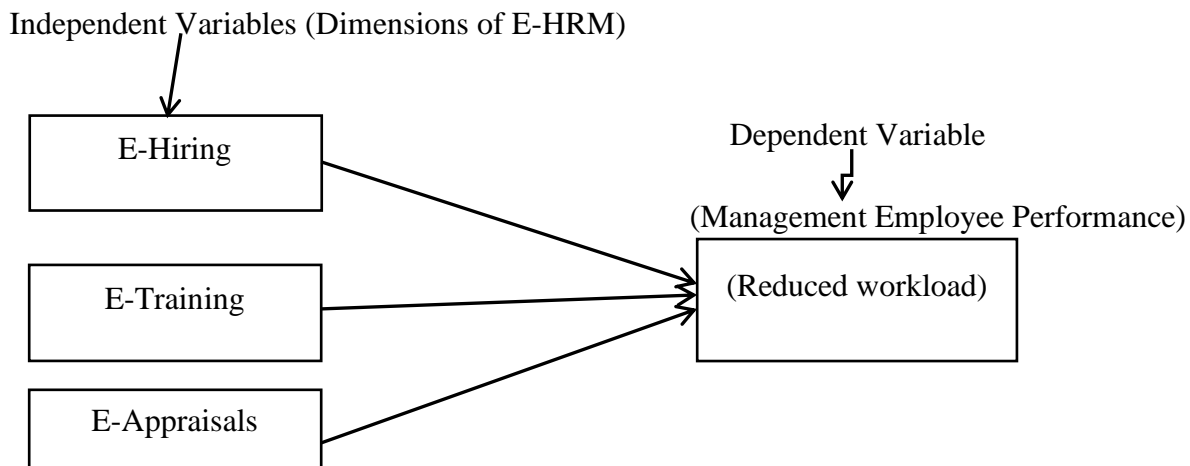


Figure 1. Framework of Employee performance and e-HRM

Source: Mbah, 2022.

3. RESEARCH METHODOLOGY

The focused here was to determine the specific scientific technique to use to identify, select, process and analyse information about this work.

3.1 Field of Study and Scope

The use of updated systems of e-management of personnel especially the use of relational e-HRM procedures such as e-hiring, e-training and e-appraisals procedures are mostly found in mobile telecommunication companies that have as mission to offer access to latest digitised networks to their clientele. To meet the objectives of this research, CAMTEL, which is a pioneer in the acquisition and use of latest e-HRM systems in Cameroon, has been considered for this research study. In terms of time scope of the study, the research examines the relationship between variables at one moment in time.

3.1 CAMTEL (Cameroon Telecommunications) Company

CAMTEL is a state-owned company in Cameroon that was created in 1998. CAMTEL is a national telecommunications and Internet service provider in Cameroon. The corporation is hard at work expanding its network, which includes building access to a CDMA (Code Division Multiple Access) network, digitizing the nation's phone exchanges, and installing optical Fiber along the highways that run between Kribi and LoLo Dorf and between Douala and Yaoundé. In the system of the company, there are 47 phone exchanges. Between its switching network and cable network, there are roughly 150,000 phone lines. CAMTEL operates 3 satellite earth link stations: Bepanda, Zamengoe and Garoua (CAMTEL 2024).

3.1.1 Management Structure of CAMTEL

The structure of the CAMTEL consists of a short chain of command. At the helm of the CAMTEL is its CEO, rector in the person of Mrs. Achidi Yaah Sunday. The Director of Education and the Director of RDI, who share an assistant named the Assistant of Directors, provide her with direct assistance. Directly answerable to these Directors are the Administrative and Financial Manager, Staff and communications Manager, Customer Service Manager, IT Manager, International Affairs Manager, Information Services Manager and Security Manager. This structure depicts a decentralised system of management. In other words, decisions for each of the management activities are jointly made by top management and the subordinate staff of the institution. (CAMTEL 2024).

3.1.2 CAMTEL as a Hub of Cameroon's Digital Economy

Thanks to CAMTEL, there is now a larger opportunity for enterprises and non-profit organizations in Cameroon to utilize government-owned data centres by providing them with fast Internet services over an optic Fiber link. The process of digitalizing Cameroon's economy has proceeded thanks to the country's connectivity to such a sophisticated network infrastructure. The South Atlantic Inter Link, or SAIL, seeks to do the following: upgrade and adapt the structure of the national broadband network; increase the capacity of Cameroon's and the Central African sub-region's international telecommunications services; and dedicate Cameroon's digital sovereignty. With the increasing demand for Internet bandwidth and the heavy solicitation of IT resources for the implementation of e-HRM systems and other digital management tools in CAMTEL (www.camtel.cm, 2024), the SAIL is a much-needed development in Cameroon.

3.2 Qualitative Research Method

The use of qualitative research in organizations has grown during the last ten years, according to Boodhoo (2009). Some may argue that quantitative research yields superior results since it is less subjective than other types of study. Notwithstanding its importance to an organization, qualitative research can be utilized to investigate a few topics, including human behaviour.

3.3 Research Design

The goal of the qualitative study was to investigate the connections between CAMTEL's current e-HRM systems and the performance of its management staff, who use the systems to carry out HRM-related tasks

including employee hiring, training, and appraisals. Initially, Intranet replaced paper HRM guides and folders with online versions. Later, the CAMTEL introduced e-HRM tools to provide HR managers and other employees with instruments and information to perform their personnel tasks more efficiently. Relational e-HRM is divided into three parts: one for HR managers in charge of e-hiring, one for HR managers in charge of e-training and one for HR managers in charge of e-appraisals.

3.3.1 Measures for the Qualitative Study

The research design is done using a qualitative single case study based on semi-structured interview conducted via phone calls. Data was collected during the semi - structured interviews with 6 middle management employees in a successful company in the telecommunication industry in Cameroon. CAMTEL is highlighted as the commissioning organization. According to the study's goals, the interview questions would centre on how employing e-HRM technologies for employee training, recruiting (recruitment and selection), and performance reviews affects management staff members' productivity. Three main components make up the interview questions for the research developed: (1) career development accomplishments; (2) career development satisfaction; and (3) the usefulness of organizational policies to enhance career development.

3.3.2 Target Population, Sample and Sampling Technique

The sample size in this case is equal to the population size of 6 respondents. A simple random sampling technique will be applied in this study and so respondents would be randomly selected based upon their availability and willingness to participate in the research. Our sample comprised 6 middle management employees including 4 HR managers and 2 other functional managers in a successful company in the telecommunication industry in Cameroon.

3.3.3 Data Collection and Analysis Methods

During data collection 6 interviews have been conducted with management employees of CAMTEL. The interview questions would be oriented towards encouraging diversity by active intervention, informal information exchange. All interviews have been recorded, transcribed, and verified by the respondents. The data collected for this study would be on the following research variables: The tools of e-HRM in each of the units of CAMTE and the level of performance of each management employee interviewed. The variables can

thus be classified into dependent and independent variables. The level of performance of the employees in this instance is the dependent variable, while the management staff's use of an e-HRM tool, which includes online hiring, training, and performance reviews, is the independent variable. Content analysis procedures were used to analyse the data obtained for this investigation.

4. FINDINGS, ANALYSIS AND DISCUSSION

My study was out to investigate the Impact of e-HRM on employee's performance in Cameroon Telecommunication

Company (CAMTEL). For the study, I interviewed six (6), top personnels of CAMTEL. Four (4) of them were human resource managers herein referred to as HR manager -1, HR manager-2, HR manager-3 and HR manager-4 and 2 Middle managers referred here as Middle manager-1 and Middle manager-2 representing the Middle management.

4.1 Findings

Managers about the type of e-HRM is used in CAMTEL?

From the interviews, the HR managers mentioned that they often use e-hiring, e-training, and e-appraisal systems while the Middle managers on the other hand states and I quote" our unit mostly make use of the e-appraisal system ". To conclude, e-HRM is effectively used in CAMTEL. According to the HR managers, information concerning the use of digital tools of HRM by these managers can be captured as follows.

How important is e-HRM for Employee Performance?

To begin with, HR Manager-1, highlighted the role played by e-HRM in improving the output of HR managers. He stated that, e-HRM system led to greater work output. He said, "given that with higher computing speed, working space and storage, there's generally an increase in overall performance compared to overall output when HRM were manually captured". This review is in line with the work of Marler and

Fisher (2013). They carried out an evidence-based review of e-HRM and strategic human and find out that e-HRM enhances organizational performance by improving HRM processes.

Secondly, HR Manager-2 lay emphasis on the role played by e-HRM in reducing management workloads. HR manager-2 mentioned that E-HRM systems gives room for more self-service in the HRM process; permitting managers to be relieved of too much work burden which was manually done by them from previous non digital HRM processes thereby enabling them to be more efficient in carrying out their duties.

While HR manager-3 on the other hand believed the HRM department did not make use of all data from the digital HRM systems. Many managers considered this a lost opportunity as in their view, electronically stored data can provide useful overviews for the HRM departments. In this sense it is important to note that e-HRM systems can idle and so giving the impression that investing in some hardware components of such systems may not be cost effective: it would be wise if the HR managers opt for cloud computing services in e-HRM as a cost-effective alternative.

Managers about the use of e-hiring platforms

With respect to interviews on e-hiring (e-recruitment and e-selection), HR managers expressed their full satisfaction with its output quality. Most of them agreed that the output information was filled in by potential employees and therefore reflected firsthand information. Secondly, they highlighted the fact that its time saving and shortened the hiring process. One of the HR managers interviewed said “gone are the days one needs to worry about pile of paperwork and manual entries before conducting an interview”. He further states that with e- hiring, resume screening and application tracking is fast and easy.

HR Managers about the use of e-training platforms

In addition, HR manager-4 acknowledged that since the installation of e-HRM systems, HRM processes have improved and have become easier to use. HR manager-4 went further to state that e-training tools such as webinars are simple and easy to use and have greatly helped them organize online employee training and development without having to spend on transporting personnel and with little or no related costs. HR manager-4 said “Nevertheless, e-training tools such as zoom, and teleconference platforms were considered difficult to use by some of our trainees”.

The speed of working with emblaze is perceived as good enough and speeds up the administration processes, although managers find that the speed can be improved if they skip some “extra clicks”.

Middle level managers on the use of e-appraisal systems.

Since other managers in CAMTEL, especially middle level managers, mostly use e-HRM systems but for performance appraisals, this was the main area of e-HRM that they talked about. Most respondents were happy about the speed of their performance feedback. They argued that the e-HRM systems had lots of useful information and was clearly presented.

How important was e-HRM for the performance of management employees?

The first impression from the HR managers was that e-HRM systems, like with every computing system, speeded up the process of e-appraisals. In the manager's view, the process was much faster than manually carrying out employee performance evaluations. The ability for staff members to access data from e-appraisal systems at any time was a further advantage. There are still many who would rather print all the paperwork as hard copies. To some middle managers, this manual method of doing things will always be popular. Middle manager-2 said, "I find it easier to take additional notes when I print out, so I do that constantly. I find that having a paper copy of a document makes it more comfortable to attend meetings. How would conduct a meeting if you were constantly checking things up on your laptop".

Lastly, all the HR managers interviewed admitted that to become proficient with e-HRM systems, they required a brief course. Employees felt that it took a lot of work to play with the system before they could grasp how the e-HRM system functions, despite my assumption that the targeted respondents were self-learning.

What problems did managers have in using e-HRM systems?

Managers found navigation through some e-HRM platforms uncomfortable. They felt that to maximize the use of these systems they need to undergo regular training workshops to stay updated with the constantly changing digital platforms. They also raised concerns on security issues as online storage is prone to corruption, hacking and loss of data. Middle managers-1 states that "I am afraid of increased isolation as e-HRM has the potential of greatly reducing human interactions".

4.2 Analysis and Discussion

My analysis shows that the goals of CAMTEL with respect to use of e-HRM were three-fold namely: (1) increasing the efficiency and quality of HRM processes; (2) reducing workloads of HRM managers to

permit them gain time for critical issues; and (3) management development and organizational development. The overarching objective was defined as raising the effectiveness and elevating the caliber of HRM inside CAMTEL. This shows there exist a positive relationship between e-HRM and performance hence it is evident that e-HRM increases the efficiency and quality of HRM processes. My analysis is in line with that of Salih et al. (2022), whose findings reveals that the exist a significant positive relationship between e-HRM and the performance efficiency of management employees in corporate bodies. My analysis is also in line with the work of Ngwe and Puatwoe, 2017, who observed that e-HRM has a significant impact on reducing workloads and improving development. My finding is also in line with Bondarouk et al., (2017), whose research reveals that e-HRM positively influences HRM Service Quality. My analysis also reveals that the HRM policy at CAMTEL was such that digitalization and organizational learning is promoted at all levels. Therefore, e-HRM was seen as contributing mainly to the ease of different aspects of personnel administration. For instance, the management thought it was simpler to have the e-appraisal always reports available to the staff and available online. (HR manager 1).

5. CONCLUSION

The results show that three key dimensions of e-HRM had a direct effect on the performance of employees. This means that the behavior of management employees can be predicted using systems of electronic management of personnel in an organization. According to the results, CAMTEL has effectively satisfied most of the important requirements for the successful deployment of e-HRM. This data leads the study's conclusion that CAMTEL can compete worldwide for skilled labour, offering excellent opportunities for corporate success, by using e-HRM. e-HRM implementation enhances employees' digital competences, which is a crucial 21st-century ability.

Based on the results of the study, the following are the main recommendations: Management employees should be motivated to apply latest systems of e-HRM (e-management of personnel) and financial and moral incentives should further be granted to those management employees that are excellent in using latest systems of e-management of personnel. Training workshops for employees should be held regularly and encourage them to follow up all new developments in e-HRM to upgrade their performance towards excellence in work quality and creativity.

The main limitation of this research is that it was constraint to just one case organization. However, given that mobile telecommunication firms are significant players in the use of e-management systems in Cameroon, the findings reflect the industry's general position towards embracing e-HRM. In addition, obtaining reliable information from the case organizations just for a few hours a week was not easy, hence, one cannot pretend to have access to enough data that can be fully representative of actual status quo of the case organizations. Our study's methodology needs to be repeated and expanded upon in different ways.

First, it might be duplicated in other organizational contexts, such as privately held businesses of various sizes and ages. Second, as this would bring another angle to the study of e-HRM use and appropriation, it could be performed with different kinds of e-HRM systems, such as those that provide users more latitude in how they interpret and interact with them.

6. SUGGESTIONS FOR FURTHER STUDIES

There are numerous ways to pursue this line of inquiry: by examining the limits of e-HRM research, by conducting a thorough analysis of the explanatory capacities of technological and HRM features, and by researching the effects of e-HRM in regimes that are both mandatory and voluntary, as well as with frequent and infrequent users. The report suggests that future investigations concentrate on determining how e-HRM and digital transformation affect workers and the operational efficiency of Cameroonian mobile phone companies. This study is important because it shows how e-HRM may be used to leverage an organization's HR processes to save costs, increase productivity, and promote global competitiveness. The study adds considerably to the body of knowledge on e-HRM adoption, which seems non-existent in developing nations like Cameroon, by producing new knowledge that other actors in the country's telecommunications sector can use as a benchmark when they attempt to adopt e-HRM.

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APPENDIX A: INTERVIEW QUESTIONS GUIDE

THE IMPACT OF E-HRM ON THE PERFORMANCE OF MANAGEMENT EMPLOYEES OF CAMTEL (CAMEROON TELECOMMUNICATIONS COMPANY)

Dear Respondent.

I am Divine Gatty Agbor, an undergraduate student of the Centria University currently involved in a research study geared towards obtaining a BSc Degree in Management. The Questions Guide is designed to get the perception and opinion of current employees of CAMTEL who have been making use of E-HRM tools at work. Please do not hesitate to answer the questions as precisely and accurately as possible. All data and/or information obtained is anonymous and confidential. The questions you answer will be directed by me.

I appreciate your cooperation in advance!

1. Please describe to me the Goals of E-HRM in CAMTEL?
2. Please describe to me the Policies of E-HRM used by CAMTEL to guide action towards achieving set goals?
3. Please describe to me what kind of E-HRM tools and programme you use at CAMTEL?
4. As an HR manager, do you use e-hiring tools when you are recruiting new staff members? if yes, how has the use of E-Recruitment techniques (Online Job Adverts) to attract potentially qualified job candidates, impacted on your work performance?
5. As an HR manager, do you use e-hiring tools when you are selecting new staff members? if yes, how has the use of e-selection techniques (Online job interviews, online tests) to screen potentially qualified job candidates, impacted on your work performance?
6. Does CAMTEL use online training tools, software and videos to train and develop job holders? If yes, does that have an impact on your work output/ performance as an HR manager?
7. Do you therefore think that by using e-training tools, your performance as in work output has been more efficient (saving time and money etc.?). Please explain?

8. As a manager, do you think that by using e-appraisal software applications to appraise the performance of employees allows you to gain time for other important work tasks?
9. In your opinion, what problems did you encounter while using the current e-HRM system in CAMTEL the?
10. In your opinion, what should CAMTEL do to overcome the problems above and to maximize the use of the current e-HRM system it operates?