ELECTRONIC-HUMAN RESOURCE MANAGEMENT IN NIGERIAN PUBLIC SECTOR: A REVIEW OF LITERATURE

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Abstract

This paper gives an extensive literature review on electronic human resource management in the Nigerian public sector. The objective of the study is to have an overview of the concept of E-Hrm in relation to the Nigerian public sector, the importance of the implementation of E-Hrm, and its implication to Human resource managers, the various categories of E-HRM were analysed as well as some tools or activities of E-HRM such as E-Recruitment, E-compensation E-selection and how it affects management practice. The methodology used was a review of various online articles, theses, journals, etc. Various literatures were reviewed and different empirical research was also analysed. The effect of E-HRM as it relates to Nigeria public sector was brought to light in the analysis.
The research recommends that the Nigerian public sector should focus in ensuring their employees, including human resource personnel, receive effective training in conducting electronic recruitment processes and comprehend the fundamentals of using HR software that is applicable to their particular workplace. And also, it is essential that organisational management make investments in digital practices, this will help gauge the performance of the public sector and develop more effective long-term strategies for achieving excellence. In conclusion, it was agreed that the presence of E-HRM has indeed made work activities a lot easier and beneficial in the workplace.

Keywords: E-HRM, E-Recruitment, E- selection, E-compensation, public sector

Introduction

Our economy, society, and culture have seen tremendous changes as a result of the quick development and expansion of science and technology, particularly in the areas of computer technology and internet use. A new generation of human resource technology, known as electronic human resource management, has evolved as a result of the advent of modern technologies in recent years (Mine & Ebru, 2015). The term "E-HRM," which refers to HRM aided by information technology, especially through the use of web technologies, is relatively new. E-HRM can be simply defined as the

application of information technology to link and provide at most two distinct or combined functions in carrying out independent HRM processes (Strohmeier and Piazza,2011).

Since electronic HRM makes it possible for HRM functions to create new channels for supporting collaborative governance, the technological issues with e-HRM integration. HR departments confront a number of issues as a result of technology, but the most important ones right now are those related to hiring, motivating, and retaining employees as well as developing a collaborative workplace culture and leadership skills. This study focuses on a review of various literatures on the role of E-Hrm in the Nigerian public sector, the rate technology acceptance affecting the implementation of E-HRM Practices in Public Sectors, the challenges faced in the implementation of E-HRM tools in the Nigerian public sector. As the role of human resource transition to a more strategic form, addressing these issues has become an on-going and time-consuming task.

Objective of the study

 The objective of the study is to have an overview of the concept of E-Hrm in relation to the Nigerian public sector, the importance of the implantation of E-Hrm, the challenges faced in the usage of E-hrm in the organisation and its implication to Human resource managers.

Literature Review

Definition of concept.

Scholars and researchers in the field of human resource management have presented many opinions regarding the definition of electronic HRM. The thoughts of the following review on the aforementioned notion are presented in this study in the following manner. According to Sanayei and Mirzaei (2008), as mentioned in Edeh and Onyemaechi (2018), electronic human resource management is the process of adopting human resources plans, policies, and practices in organisations with the help of Internet networks and fully utilising them. Additionally, Van Veldhoven and Voermans (2007) explained that E-Hrm is a crucial HR function in any organisation that uses information technology to provide executive support for the HR function.

According to Laumer (2010), talent management, attraction, recruitment, development, and retention are all aided by E-Hrm for the organisation.

Research shows that the use of information technology has greatly impacted the operations of nearly every sector within an organization, including public sector departments. The introduction of e-HRM systems has not only altered the structure of organizations but has also introduced various advantages, challenges, and risks (Babatope, Adesikun, Egbuta, Magaji, Olubiyi & Adeolu-Akande, 2021). The implementation of e-HRM faces significant hurdles in the public sector, as the restructuring and re-engineering of HR functions are essential for effective operation and organization in this sector. According to Huub Ruel et al. (2011), this mindset makes the assumption that information technology and organisations and knowledge systems are inextricably linked. According to Strohmeier and Piazza (2011), E-HRM research has raised a number of issues that are directly related to how HR practitioners use a variety of information technologies. Information systems in electronic human resource management (e-HRM) automatically save detailed usage data in web server log files since they are continuously supported internet technologies. Web mining (a term in E-Hrm) is barely explored or used in empirical E-Hrm research, despite the fact that it shows promise. According to Ruel and Van der Kamp (2012), the author is consistent in assuming that Electronic Human Resource Management (E-HRM) is the driving force behind the production of HRM value. Organisations that create, preserve, assess, and use intellectual capital continue to be the key sources of competitive advantage, according to Brewster and Mayrohfer (2013). By offering employees specialised, customised apps via HRM portals, e-HRM may be a crucial strategy in gaining a competitive edge for an organisation.

According to Hosain (2017), companies worldwide have reorganised the growing significance of IT for leveraging the function of human resource management, which has led to the adoption of e-HRM. According to Winarto (2018), e-HRM technologies have made HRM easier to use, in line with the current state of information technology. Also Oyebanji et al, 2017, stated that E-Hrm systems were created to improve the work-performance of various public and private sectors, and their application has been extensively studied in industrialized nations. However, the adoption of e-HRM in developing nations is still in its early stages and necessitates more examination.

Categories of Electronic Human Resource Management

According to Aisha and Geetha (2011); Seyed and Kiarash (2012); Ma and Ye (2013) and Fahimeh (2014), there are three (3) different categories of E-HRM. Each of these is characterised as operational, relational, or transformative. Payroll, employee personal information, and other administrative tasks are

related to operational E-HRM. Ganeshan (2022) claims that the operational kind of HRM gives employees the option of requesting that their personal information be kept current through an HR website or putting an administrative team in place to do so. Relational E-HRM is associated with assisting company processes through hiring, performance management, training, and other means. Relational HRM gives users the option of supporting recruitment and selection via an online application or by utilising a paper-based strategy that involves advertisements and application forms on paper. Transformational E-HRM is associated with knowledge management, a strategic reintegrated suite of web-based tools that support the workforce's development in accordance with the company's strategic decisions, and paper-based resources.

Tools or Activities of Electronic Human Resource Management Practices

- E-Recruitment: Online: The organization shares job vacancies on the World Wide Web (WWW) or distributes the details to the most qualified candidates via email. Applicants, graduates, and employees send their applications through email and the internet. Online recruitment platforms such as Monster.com, Naukri.com, and Timesjob.com are well-known within the industry.
- E-Selection: This is the most commonly utilized type of examination, which includes email communication, as well as audio and video conferencing for initial and final interviews. Furthermore, reference letters and opinions are transmitted to employers through email.
- E-learning: This refers to the conduct of online training within a company using an intranet or the internet. It comprises a set of policies and practices that cover computer-based learning, virtual classrooms, online education, and digital collaboration. Additionally, the methods include lessons that can be accessed online—such as audio and video conferences, laptops, tablets, smartphones, and blogging. -E-Performance Management system: Numerous software programmes are designed to assess employee performance and provide recommendations for enhancing it. Advice regarding the benefits of the organisation, the manager, and the staff.
- E-Compensation: This term pertains to the utilization of a computerized system to determine salaries, process payments, compute various expense allowances, and administer employee benefits, social welfare, and additional perks, among other related functions.

Others include: E-employment profile, Traditional and online education, Technology-assisted training, tracking and analysis of grievances, electronic leave, payroll, attendance, career development, idea and creative exchange, assessment, and welfare systems.

Importance of Electronic Human Resource in Management Practices
Reducing cost in Human resource activities

Costs related to human resources are an essential part of HR accounting. Since a cost is a sacrifice made to obtain a desired good or service, all costs are composed of two components: expenses and assets. Comparing plan costs and doing some shopping around is one way. Apply risk-reduction strategies and be creative. Reassess your pay scales. Delete all non-essential programmes. Consider using outsourced services (Ekonomika, 2010).. HR uses several clever cost-cutting techniques. Star performers ought to be employed and retained: in terms of cost-cutting measures, an organization's ability to attract, hire and retain excellent personnel is crucial. Make training and mentorship a top priority (Agarwal, 2020). Consolidate activities, eliminate repetitive procedures and promote talent mobility.

Improving HR Services

The utilization of online data or expertise to enhance personnel administration processes and human resource practices encompasses job analysis, recruitment, selection, training, performance management, and benefits. Internet-based information can improve HR functions in various ways. Automation enhances human resource activities by increasing data accessibility, improving personalization, connecting employees globally, and allowing more time for human interaction (Agarwal, Goel and Gupita, 2014). To optimize and enhance payroll and benefit assessments, internal talent development, communication, fostering a strong organizational culture, wellness programs, compliance oversight, leveraging technology and analytics, and aligning with the company's strategic objectives are key initiatives that HR should focus on.

The effects of globalisation

As a result of globalisation, businesses are now required to participate in both local and international markets to enhance the quality of their operations and trade. Human Resource Management (HRM) must focus on practical challenges affecting their organisation since they need to navigate continuous

changes and find a balance between internal and external factors (Ekonomika, 2010). Globalisation influences companies competing for customers who demand high standards in performance, quality, and pricing. Furthermore, HRM is under pressure from globalisation to deliver greater value and to adapt to evolving business requirements.

Improving performance

Putting together a plan with clearly defined procedures and policies. Establish communication channels in addition to email to stay in contact with employees who are located remotely. It is important to train executives and HR specialists on performance improvement so they can carry out personnel accountability tasks. Organisational divisions and departments are among the main sources of HR knowledge that influence marketing strategy design. By giving the staff the tools they need to establish strategies and get training, we can enable them to do their duties well (Ararwal et. al., 2014)

Making strategic Decision

Strategic human resources engage in analyzing employees. This process identifies the necessary actions to enhance the company's value. The strategic management of human resources utilizes the findings from the analysis to formulate HR plans that address employee deficiencies (Agarwal, 2020). Electronic human resources provide the functionality to refresh records. These records enable prompt decision-making. Automating human resources has resulted in heightened organizational efficiency. Decisions made by members of the organization are timely, more fulfilling, and carry greater significance. One of the most effective HR initiatives for prompt and meaningful decision-making is employee security (Ekonomika, 2010). Employee security stands out as a premier HR project. It emphasizes self-management along with the careful selection of appropriate personnel. Key strategic tasks include forming efficient teams and ensuring equitable, performance-driven compensation. This also encompasses establishing a flat, egalitarian organizational structure, acquiring necessary skills, and sharing knowledge with those who require it.

HR Policy and Practices

The company's computerised human resources management system, together with its policies, procedures, and strategies related to resources. In contemporary practices, the most often utilised e-HRM functionalities are: E-HR Planning; obtaining HR (hiring and selection); developing HR (training and

development); managing careers; rewarding HR (performance review, pay, perks); and safeguarding HR (health and safety).

Information technology solution

Electronic human resource management (EHRM) involves utilizing technology to manage employee records and improve HR processes such as job analysis, recruitment, selection, training, performance evaluation, and compensation. E-HRM represents the integration of technology in HR practices to enhance communication between organizations and their employees. It oversees aspects like payroll, personal employee information, performance management, hiring, training, and strategic alignment. HR managers leverage IT to monitor employee performance and evaluate feedback in order to gain a competitive edge for the organization. Various hardware and software tools assist HR managers in tracking employee performance and setting performance benchmarks.

Technological innovation

HR innovation involves utilizing new ideas, methods, and technologies to more effectively address the evolving requirements of both the workforce and the business sector. It focuses less on reacting to current conditions and more on anticipating future demands and situations. Technological innovations are forcing HR departments to rethink how they keep files, interact with employees, and evaluate employee performance. Technology has the potential to improve HR operations' efficiency when applied properly. Misuse of it could make it difficult to manage human resources in an industry. In the human resources industry, HR technology is used for hiring, retaining, and supporting employees as well as supporting workforce management and improving workforce organisation. Additionally, HR technology provides managers with the resources they need to make smarter HR decisions. In addition to making work environments more flexible, it can also be used to alter traditional work environments, giving employees greater freedom. HRM can use technology to enhance its people strategy.

Theoretical Framework

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) has been employed in research to explore the adoption of new e-technologies or e-services (Davis, 1989; Davis

& Venkatesh, 1996). TAM is one of the major contributions stemming from Ajzen and Fishbein's theory of reasoned action (TRA). Davis's technology acceptance model (Davis, 1989; Davis, Bagozzi, & Warshaw, 1989) is the most frequently used framework for understanding how users accept and adopt innovative technologies. A link has been established between users' beliefs about a technology's usefulness and their attitudes and intentions toward its use. The concept of perceived usefulness shows a stronger relationship with actual usage than other factors in the model. Perceived usefulness (PU) refers to the degree to which a user believes that using a specific system would enhance job performance.

Perceived ease-of-use (PEOU) is defined as the extent to which a user feels that using a particular system would require little effort. The central idea is that if users think a certain application will benefit their performance and is easy to use, the chances of adoption increase. Since its early formulation, numerous additional factors have been incorporated.

The Technology Acceptance Model (TAM) has been used to investigate the factors influencing the adoption of big data initiatives. For instance, Soon et al. (2016) applied TAM to analyze the determinants connected to big data adoption and discovered that perceived usefulness and perceived benefits affect the decision to embrace big data.

TAM has been extensively utilized in both the public and private sectors to understand and facilitate the usage and implementation of E-HRM tools among employees. For example, interventions derived from TAM principles might include the adoption of innovative technologies by supervisors or colleagues, as well as other HR personnel with E-HRM tools, to streamline work activities and enhance ease of use, while providing social support and feedback to boost self-efficacy and improve work efficiency.

Emperical Review

The application of electronic human resource management (E-HRM) systems in selected Indian enterprises was studied by Bhagawan and Mridula (2014). Upon completion of the study, they found that private businesses are using computerised HRM solutions at a higher level than public businesses. The results of computerised human resource management in Turkey were investigated by Mine and Ebru (2015). The primary motivators for electronic human resource applications were effective time management, easy access to personal information, and reduced administrative expenses, based on

interviews conducted with human resource professionals in the service industry. The use of electronic technology in human resource management was studied by Aisha and Geetha (2011). They saw that workforce flexibility, efficient knowledge management, and employee engagement have all contributed to the companies' attainment of excellence thanks to E-HR methods. Ömer and Mehmet (2012) evaluated the impact of information technology on human resource practices and competences. They came to the conclusion that information technology applications in human resource activities have an impact on HR practices and force HR professionals to acquire new skills.

Nura and Osaman (2012) researched on the topic, the proposed relationship connecting E-HRM adoption, performance management system and effective decision making in higher education institution in Nigeria. The end of the research led to the development of a conceptual model making the relationships between E-HRM adoption, performance management system and effective decision making will be offered. Khalil (2014) investigated how employee motivation in Lebanese companies was affected by the use of technology in HRM. The results of their study showed that a strong perception of the system's ease of use has a beneficial impact on employees' attitudes towards using electronic human resource management (E-HRM). A study carried out by Egwuche, Adewole and Olatunji (2015) on the topic titled 'implementing E-HRM systems in developing countries: Challenges and prospects. The analysis of the study was based on secondary data like journal, books, online procedures and it reveals that maximum benefit can be derived from the use of IT by changing work process which can be more challenging than the purchase and integration installation of the technology itself. Onyebanji and Kasim (2017) did a research on the topic, Technology (ICT) Perception of Employee Towards E-HRM Practices in Public Sectors: A Case Study of Nigeria. This study was analysed through qualitative research method and the inductive approach was used for the methodology. The result reveals that majority of the 20 interviewees agreed that ICT system work easier and faster, centralise all data and speed up work.

Edeh and Onyemaechi (2019) looked at enterprise sustainability and electronic HRM using a case study of selected oil and gas companies in Nigeria. Based on their findings, it was determined that electronic HRM, measured in terms of e-training and e-recruitment, encourages enterprise sustainability. The research conducted by Babatope et al. (2021) on the organisational effectiveness of selected media houses in Ibadan, Nigeria, and electronic human resources management yielded results that align with the principles of

the diffusion of innovation theory. The results of their study showed that a strong perception of the system's ease of use has a beneficial impact on employees' attitudes towards using electronic human resource management (E-HRM).

Edeh and Onyemaechi (2019) used a case study of particular oil and gas businesses in Nigeria to examine company sustainability and computerised HRM. Their research led to the conclusion that electronic HRM promotes enterprise sustainability when quantified in terms of e-training and e-recruitment. The results of Babatope et al.'s 2021 study on the organisational effectiveness of a few media outlets in Ibadan, Nigeria, and electronic human resources management lend support to the diffusion of innovation hypothesis.

Methodology

This paper draws inference from previous studies using the Nigerian work environment as a yardstick for its research and two theories underlie this paper to a give a detailed explanation on the subject of discourse. Studies used for the paper were derived mainly from journal articles, thesis work, conference papers, text books that span over the last decade.

E-HRM In Nigerian Public Sector

As a result of globalisation, liberalisation, and privatisation, information technology has helped Nigerian public sector become more technologically proficient in every way. Implementing e-HRM results from several driving reasons, including the need to stay competitive, shifts in the workplace, and evolving employee expectations. They carry out their HR duties by utilising several IT procedures. Foreign regulations of IT businesses are investing in Nigeria more easily as a result of the liberalisation of foreign policies. Numerous companies have branches and their main office abroad. Organisations in Nigeria use a variety of e-HRM techniques, such as e-recruitment, which is the process of contacting potential applicants online to apply for jobs and conduct search jobs available. Other techniques include e-learning, e-performance evaluation, e-tracking, e-grievance, and so on. Numerous previous studies on e-HRM practices conducted by researchers have concurred that e-HRM is a dependable and user-friendly solution that lowers administrative workload and HR costs.

Conclusion and Recommendations

In a broader perspective, the evolution of E-HRM signifies a progression toward a rapid, secure, and entirely digital departmental environment. This transition will enhance data retrieval and analysis, improve access to human resource information, support the collection of classified and various data types, and use data as a benchmark for refining the strategic approach of E-HRM. Additionally, it will generate more consistent and precise reports or information, and provide faster response times to queries. Establishing a robust internal E-HRM framework will also lead to enhanced workplace cultures, the implementation of streamlined and standardized procedures, greater transparency within systems, savings through optimized processes, and reduced redundancy in work efforts. Considering the research and reviews from the various articles analysed, I propose the following:

I.   In managing their work activities in relation to the human resource department, the Nigerian public sector should generally concentrate on making sure that their employees, including human resource personnel, receive effective training on how to conduct electronic recruitment, compensation, and staffing processes and comprehend the fundamentals of using HR software that applies to their particular work sector.

II.   In light of the rapid pace of globalisation, investing in electronic learning is a prudent choice for all organisations. Public sector employees should be supported in their ongoing education and skill development to sustain their dedication and concentration on their responsibilities.

III.   Additionally, the implementation of E-HRM software tools that promote efficiency and effectiveness in task execution should be adopted in the public sector. Consequently, organizational management must invest in digital practices. They need to assess the organization's performance and the long-term strategies for attaining sustainability..

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