# EFFECT OF ELECTRONIC RECORD KEEPING ON HUMAN RESOURCE MANAGEMENT STAFF OF MANAGEMENT DEVELOPMENT TRAINING INSTITUTIONS

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## Abstract

*Electronic record keeping in relation to Human Resources Management (HRM), can be said to have moved into the center of attention in every organisation considering the intense innovation of Information and Communication Technology (ICT). As a result, management development institutions must invest in filling the communication and information technology gaps through acquisition of ICT tools, training of HRM staff and implementation of e-records keeping in the human resource management department. The objective of the study is to provide evidence on the relationship between e-records keeping and human resource management department in selected management development institutions, in response to the call by previous study that information technology influences human resource practices in organisation performance. The sample size for the study were 159 of the total population of 177 of the human resource staff of the respondent management development training institutions. Regression analyses was run to examine the relationship between electronic record keeping and human resource management staff and it was found that the independent variables showed a significant positive relationship with human resource management department in an organisation. The use of information and communication technology assures human resource management staff department efficiency, the study therefore recommended the use of information and communication technology records keeping so as to allow for proper improvement among the human resource management staff in an organisation.*

**Key Words:**    HRM, MDIs, Electronic Record.

## Background to the Study

All organisations, including private businesses and government establishment, generate personnel records. Personnel records play a vital role in providing the information needed by organisations to manage and pay their staff members, plan their workforce requirements and monitor staff performance. Ultimately, any organisation's development and sustainability will depend on sound and effective Human Resource Management (HRM), and the approaches it chooses to follow will be derived in part from an analysis of the information contained in personnel records.  The goal of personnel records management is to ensure that a complete and comprehensive employment history of each employee is readily available for as long as it is needed, and

that the information contained in personnel records supports the management, deployment, payment and development of staff. Other key objectives of personnel records management are to support transparency and organisational accountability and to enable accurate audits by creating and protecting human resource records as reliable evidence.

Electronic records keeping in human resource management processes has become important for both business and public actors in today's day to day processed (Cover, 2007). Electronic record keeping in relation to human resources management, can be said to have moved into the center of attention in every organisation considering the intense innovation of Information and Communication Technology (ICT). Business practice, in relation to human resource labour electronisation, has reflected a fast improvement and permanent change for the past decade, both at global and local levels (Medina, 2008). Top enterprises with global presence have been using web solutions in the field of human resource for many years. Job seekers and employees increasingly trust online recruitment channels for application purpose and personal information respectively. In previous years, the market of job boards has become a separate industry, the biggest ones (example, monster.com) contain millions of job offers and employee curriculum vitae (Cover, 2007).

In Nigeria today, the recognition of the pivotal role of information and communication technology for national development became noticeable with the formulation of the National Information Technology Policy which was approved in 2001 to guide the information technology (IT) industry in Nigeria, and was followed by the enactment of the National Information Technology Development Agency Act 2007, which provided the legal platform for the creation of the National Information Technology Development Agency (NITDA). Broderick and Boudreau (2001) opine that IT policy has a very clear-cut policy and goals on the development of the national information mainstay to engender seamless interconnectivity in ICT infrastructure development and HRM in Nigeria.

It has been observed by researchers that most Management Development Institutes (MDI's) in Nigeria are not fully automated with IT tools. Ukanwah and Ndaguba (2015) opines that organisations in the Nigeria public sectors has not really done enough to equipped its human resources with required skills to compete in the global economy. It lags behind in terms of knowledge generation, processing and application. Now that the world is more competitive and knowledge driven, a nation can only compete considerable

for available opportunities in the global economy if its human resources possess the requisite skills, knowledge and right attitude in discharging their responsibilities.

The effective management of employee records enables organisations to keep their employees information in a more efficient and effective way, and encourages informed and unswerving decision making, supports accountability and encourages the monitoring and assessment of staff performance (Owusus-Ansah and Kwabena, 2014) but most times records are still missing as a result of human negligence, errors or intentionally actions. This is considered a gap which this study has considered in this research. This study seeks to examine the impact of electronic record keeping on human resource management of selected government management development institutions in Lagos state, with a view to finding the effect of electronic employees' records management via human resource management department. Keeping these facts in mind and rising from the above postulations, the study attempted to answer the following research question; (i) does e-record affect personnel record keeping of selected management development institutions. (ii) does e-record affect record documentation of selected management development institutions. Based on the research questions, the objective of this study is to examine how e-record affect human resource management department staff of the selected government management development training institutions.

Specific objectives are to:
i. Examine how electronic personnel records keeping affects human resource management of selected management development institutions.
ii. Examine how electronic documentation of records affects human resource management of selected management development institutions.

The hypothesis for this study is formulated and stated in the null form as seen below.

$Ho_1$: There is no statistical significant relationship between electronic personnel records keeping and human resource management in an organisation.
$Ho_2$: There is no statistical significant relationship between electronic documentation of records and human resource management in an organisation.

## Literature Review

### Conceptual Review

There are existing series of literature on the impact of e-record on employees' record management in an organisation and has been discussed by researchers and scholars. The diversity of the discussion and reviews of these are presented below:

### Human Resource Management Concept

According to Serge et al, (2017), human resources management (HRM) was recently re-defined by Armstrong (2009) as a strategic integrated and coherent approach to the employment, development and well-being of the people working in organizations. This definition encompasses such activities as human capital management, corporate social responsibility, strategic human resources management, organization development, human resource planning, knowledge management, training, recruitment and selection, record keeping as well as performance management, employee well-being and health and safety and the provision of employee services.

HRM can be referred to the management of individual and collective human resource activities as well as other most valuable resource an organisation employs. Nevertheless, one of the principal responsibility of human resource management is to attract and retain a workforce that will enable the organisation achieve its goals and objectives. HRM also involves the training and development, recruitment, record management, health and welfare, and performance improvement of each employee. This in turn assists the organisation's capacity to plan, monitor and evaluate its own performance.

### Concept of Electronic Records Management

Generating of employees records is the primary responsibility of the human resource department of all public and private organisation. Employee record plays a vital role in providing the information needed by organisations to manage, pay their staff, plan their workforce requirements and monitor the performance level of their staff (Owusus-Ansah et al., 2014). An organisation's growth and sustainability will depend on comprehensive and effective human resource system, and the approaches it chooses to follow will be derived in part from an analysis of the information contained in personnel records. The goal of employee records management and documentation of other records

is to ensure a comprehensive and extensive employment history of each employee and proper documentation of other records for the period it is needed and the information contained in the employee records supports the management expectations. Furthermore, the objectives of employee records management are to support pellucidity, organisational accountability and to enable accurate audits by creating and protecting human resource records as reliable evidence.

However, while technology has greatly affected how human resource records are created, designed, used and maintained, the record-keeping systems remain the same. According to Owusus-Ansah et al. (2014) whether records are electronic or paper, the evidence of decisions, actions, communications and transactions related to employees and other documents keeping must be kept and safeguarded in accordance with records management principles. E-records may be replacing the traditional system of record-keeping, most organisations still maintain a mix of manual and electronic record-keeping systems for the foreseeable future. Even in most organisations that are highly computerised, memos and correspondence are still being printed from the electronic record into the paper copy system. To achieve a successful and effective records management in electronic hybrid environment, the traditional paper form and electronic system needs to be integrate so that all records about an employee and other memo documentation, whether they are created or held in paper or electronic form, can be managed and use effectively (Owusus-Ansah et al., 2014). Public sector reform has contributed significantly to the acceptability of e-records, especially in the developing countries (Department for International Development (DFID) and University of Birmingham, 2003).

**Concept of Electronic personnel Record keeping**

Electronic personnel records keeping refers to the procedures for recording and storing business transactions and activities as well as the act of filing, keeping, and deleting unwanted information. A solid electronic records management system is essential for remaining organised, allowing for scalability, and creating a single source of truth due to the enormous volume of papers that HR handles before the recruiting process is even finished. The management of a variety of sensitive documents, such as curriculum vitae, employee payroll, benefit selection records, onboarding and background checks, performance assessment documents, training records, and retirement and termination documents, can be facilitated by electronic records management (Blog Post, 2021).

Going paperless is a choice that some organisations make as part of their environmental commitment to sustainability. Employers may wish to keep personnel records in any format they want for a number of useful purposes. Employers could want to have digital personnel records rather than paper ones. Employers might potentially save money and time by maintaining employee information in an electronic format rather than having to provide hard copy information storage space for them over a long period of time. Additionally, electronic storage makes it possible to quickly access documents and easily retrieve information.

**Concept of Electronic Documentation**

A computer application geared at managing organisational documents in the digital world is known as an electronic documentation records system (O'Brien, 2015). The system of workflow that possesses the ability to extend the capability and functionality of human resource managers toward content management as a component of organisational intelligence systems for control, creation, modification, management, and disposal of both physically created documents and records is electronic documentation of records in an organisation.

**Empirical Review**

Moatlhodi (2015) on his study about an Assessment of E-Records Readiness at the Ministry of Labour and Home Affairs in Botswana. The study revealed that the level of e-records readiness at MLHA is average. This is attributed to inadequacy of some key e-records readiness variables, which negatively affects the level of e-records readiness for NARMS.

The study by Marutha (2011) on Records Management in Support of Service Delivery in the Public Health Sector of the Limpopo Province in South Africa, revealed that paper records negatively affected timely and effective health care services. This resulted in long patient waiting times and patients being treated without their medical history records.

Ndenje-Sichalwe (2011) on her study about the Role of Records Management in the Implementation of Public Service Reform Programme in Tanzania. The study revealed that although the introduction of the PSRP had resulted in some efforts in reforming the records management practices in the government ministries, records in the government ministries were not well managed. The findings of the study established that current records

management practices in the government ministries were accorded low priority, registry personnel were not adequately trained and the absence of specific budgets allocated to registry sections hindered the effective operations of the registries.

**Theoretical Review**

This study adopted the Archival Theory. According to archival theory, more focus should be placed on keeping records in a form that makes it easier to use them (Josiah 2009). According to the aforementioned arguments, record keeping is crucial in public organisations since it helps the HRM process by providing crucial information for decision-making (Medina, 2008). Horseman (2001) asserted that it is the government's duty to keep and preserve records in a proper and organised manner. According to this view, records must be available and used both for actual organisational purposes and for political, administrative, and judicial oversight, as a source of remembrance and verification. Records are being kept in more and more electronic formats, which increases the administrative requirements.

**Methodology**

This study adopted the cross-sectional survey approach to study e-record and employees' record management in selected government management development training institutions in Lagos state, Nigeria. Easterby-Smith et al, (2002) state that cross-sectional studies involve conducting a survey of a sample of population items at one point in time. This was adopted because it provides information on the correlation between e-record and human resources management department.

Considering the nature of this study, primary source of data was employed. This was achieved through the administering of questionnaire to the human resource department staff of the Administrative Staff College of Nigeria and Center for Management Development training institutions. Respondents were staff of human resource department of the identified training institutions. This is to enable respondents provide practical answers to questions about the effect of e-record and employees' record management in their respective organisations.

The scope of this study is limited to Management Development Institutes (MDIs) in Nigeria located in Lagos state, using Administrative Staff College of Nigeria (ASCON) and Center for Management Development (CMD) human

resource staff that has spent two years and above in their present designation as the research respondents. According to the available information from the HR department of ASCON, there are one hundred and thirty-two human resource staff in the HR department while CMD has ninety seven human resource staff as at June 27, 2022. Aking the population of the study. Considering the study, the entire population maybe unrealistic, and as such Yaro Yamani procedure was used in determining the sample size for both organisations.

According to Yamani (1967) formula:
n = ...................................................Equ. (3.1)
Applying the formula to ASCON:
N = 229
Where:
n = is the sample size
N = is the population
e = is the error limit (0.05 on the basis of 95% confidence level)
Incorporating the relevant statistics into equation 3.1, we have:
n =132
1 x 132 (0.05)2
n = 99

Applying the same Yaro Yamani formula on CMD with the 95% confidence level and 5% error limit, the n = 78

Considering the computations, the study arrived at a total sample size of one hundred and seventy-seven (177) human resource staff from both organisations. The researchers administered ninety nine (99) questionnaires to the human resource management staff of the Administrative Staff College of Nigeria (ASCON) and seventy eight (78) to Center for Management Development (CMD) human resource staff that has spent a minimum of two (2) years and above in their current designation.

The data collected from the questionnaire were analysed using both multiple regression analyses technique with the aid of Statistical Package for Social Science (SPSS) 15 software.

Cronbach's alpha is an index of reliability associated with the variation accounted for by true score of the hypothetical variable that is being measured (Hatcher & Stepanski, 1994). Using Statistical Package for Social Sciences (SPSS) to test the reliability, the following result was obtained:

**Table: 1**
**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .890 | .895 | 30 |

Source: Field results SPSS computation. 2023

The Cronbach alpha coefficient of scale stipulated a standard of above 0.70 for reliability test. The reliability ratio for this work (.890) showed that all the research questions in the questionnaire hang together and have internal consistency in solving problems.

**Model Specification**
The Regression Model:
Functional model is given as;
$$Y_1 = \beta_0 + \beta_1 X1 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{ i}$$
$$Y_1 = \beta_0 + \beta_2 X2 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{ ii}$$
Where;
$Y_1$ = Humana Resource Management
X1 = Electronic personnel records keeping
X2 = electronic documentation of records
$\beta_0$ = Intercept
$\varepsilon$ = error term

$\beta_1$ to… $\beta_2$ = the slope which represents the degree at which information and communication technology changes as the independent variable change by one unit variables.

$\varepsilon$ = error term
To test for the correlation between the variables being examined in this study, the Pearson correlation analysis technique was employed. It was computed to actually establish the association and direction of the relationship between the variables under investigation. The overall result revealed that the independent variables and dependent variable are well correlated with each other. There is a significant and positive correlation between the variables. It indicated as: ICT was correlated with e-records as a function of human resource management at ($r = .570$ **, $p < 0.01$).

**Regression analysis results**

These hypotheses were tested using multiple regression analyses technique. Regression analysis is used to determine what proportion of the variance in the dependent variable is explained by the independent variables when these variables are entered into the regression analysis (Cramer 2003). Also, the analysis was used to determine the strength of relationship between the independent variables and dependent variable investigated by this study.

**Table 2**
**Model Summary(b)**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .768(a) | .589 | .570 | .48118 |

a  Predictors: (Constant), MRecord
b  Dependent Variable: MHumanResourcesManagement

The simple linear regression was used to determine the direct relationship between the independent variables and dependent variable. It also reveals the strength of relationship between electronic personnel record keeping, electronic documentation of records and human resource management. As shown in the tables above, E-record, managed to explain significantly 58.9% (R Square=.589) of the variance in human resource management.

**Correlation Analysis Result**

The result revealed that all variables are well correlated with each other. First it shows that there is a significant and positive correlation among variables. Thus, electronic personnel record keeping is well correlated with HRM staff. Electronic documentation of records is correlated with HRM staff at (r=.681**, p>0.01). The correlation is significant at 0.01 threshold at 2-tailed. This result affirmed that e-learning has a significant relationship with staff training in an organisation which is also affirmed by Owusus-Ansah et al., (2014). Table 3 below depicts the result of the correlation analysis among the variables investigated by this study.

**Table 3.**
**Correlations**

|  |  | MEpersonnel | MEdocumentation |
|---|---|---|---|
| MEpersonnelrecord | Pearson Correlation | 1 | .568(**) |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 68 | 68 |
| MEdocummentationrecord | Pearson Correlation | .568(**) | 1 |
|  | Sig. (2-tailed) | .000 |  |
| MHumanResourcesManagement | Pearson Correlation | 68 | 68 |
|  | Sig. (2-tailed) | **.570(**)** | **.681(**)** |
|  | N | .000 | .000 |

** Correlation is significant at the 0.01 level (2-tailed).

## Discussion of Findings

The main purpose of this study is to examine electronic record keeping on human resource management in organisations. The study specifically investigated the impact of two dimensions of ICT namely; electronic personnel record keeping and electronic documentation of records on human resources management in an organisation.

Contrary to the stated hypotheses that ICT (electronic personnel record keeping and electronic documentation of records) does not have significant relationship with human resources management, the study however found that ICT significantly affect human resources management in a management development training institutions. This means that ICT which was measured in terms of electronic personnel record keeping and electronic documentation of records significantly affect human resources management among management development training institutions in Nigeria. Thus, the various hypotheses in this study were not supported. One plausible reason why the hypotheses were not supported could be: poor record management, system quality, user fulfillment, individual impact and organizational impact (DeLone & McLean, 1992).

The use of information and communication technology as a tool has assisted in the transmission and management of information with few errors, and

permits operations to be executed faster as confirmed by the theory of information system success model. This can be supported by the positive coefficient of the variables in this paper. However, Gargallo-Castel and Galve-Górriz (2007) emphasized that the success of information technology in enhancing human resource management efficiency would only be achievable with attributes such as capabilities, special ICT skills of workers and proactive spirit of the workers.

All our variables are significant at 1% level. These results corroborates with the findings of Mohammed (2015) who studied the effect of ICT on human resource practices in Algeria, although this study instead empirically verifies the role of ICT as an efficient tool in HRM management development training institutions in Lagos state, Nigeria.

## Conclusion

From the research hypothesis and correlation, it was found that electronic personnel record keeping and electronic documentation of records are significant predictors of human resource management departments in the management development training institution in Lagos state, Nigeria. In line with this, the study concludes that ICT significantly affect human resources management department of the management development training institution in Lagos state, thereby making ICT an essential tool for achieving an effective human resources management of the management development training institution. Thus, there is statistical significant positive relationship between electronic personnel records keeping and electronic documentation of records and HRM in an organization.

## Recommendations

Considering the findings of this study, the following recommendations were made;
i.      there is a need to increase awareness of ICT usage among all categories of staff in human resource management department of MDIs in order to promote and appreciate the benefits associated with good electronic record keeping, including the necessity for keeping records as evidence.
ii.     human resource staff in MDIs should be inform of their roles in ensuring that records created are effectively and efficiently managed as an official resource.

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