

## Effect of E-HRM Practices on Organizational Performance-A Study of the Banking Industry in Nigeria

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### ABSTRACT

*This study looked at how e-HRM practices affected organizational performance in the Nigerian banking sector. The purpose of this study is to look into how e-HRM procedures, such as e-recruitment and e-compensation impact an organization's effectiveness in Nigeria's banking sector. The study adopted Social Systems Theory as the theoretical framework used in the study. The research design adopted is a survey research design. The objective of this study was to explain in detail the current state and the effects of e-HRM practices on organizational performance in the banking sector. Primary data was used where the researcher collected data by use of questionnaires. Multiple linear regressions utilizing Statistical Package for Social Science (SPSS) version 24 was employed as an inferential statistical method in this investigation. The instrument was tested at 5% level of probability. The study revealed that there exists a significant relationship between E-recruitment and the performance of staff in some selected banks in Nigeria. This is as a result of the fact that the use of E-recruitment systems and related applications actually enhances the delivery of services, raises the quality of services provided by the Human Resources Management Division, and increases the effectiveness of human resource management procedures. The study also demonstrated that the organization's worker remuneration is fair and just. The study also revealed a positive value which means that a percentage increase in E-compensation leads to an increase in productivity and efficiency level of staff in some selected banks in Nigeria. The study made the recommendation that commercial banks in Nigeria should perform electronic interviews as a way to select candidates for open positions in order to improve the efficiency of the selection process. By entirely converting the entire selection system to more electronic procedures, you can reduce the time, errors, human labor, and effort associated with the selection process.*

**Keywords:** e-HRM practices, employee performance, e-Compensation, e-recruitment, Banking sector.

### Introduction

The numerous competitions that organizations face globally has necessitate the need for functional improvements to increase their efficacy and efficiency. These businesses rely on human resources for daily operations, and millions of dollars are frequently spent to make sure that they hire, develop, and reward their staff to motivate them to perform at their highest levels, which leads to higher productivity. Every organization's human resource department typically handles these responsibilities. Due to advancements in information and communication technologies (ICT), human resource managers are no longer responsible for some tasks that were hitherto handled by their department. Ahmed (2019) asserts that as a result of technological advancements, businesses now see the value of implementing ICT to streamline Human Resources Management (HRM) duties. Organizations now regard investing in information and communication technologies (ICT) as crucial to improving their productivity and increasing profitability. To increase productivity, some

businesses have implemented information technology (IT) into their everyday operations (Elsawy & Ali, 2021).

Employers and managers can use electronic human resource management (E-HRM) to access fundamental HRM operations (Sagum, 2015). Staff members and management can access these functions using a web interface, which is frequently found on a company intranet. The most basic form of e-HRM is a simple web-based system for accessing HR-related documents (Sagum, 2015). Employees, managers, and HRM specialists can access e-HRM at any time since it is an entirely integrated, company-wide electronic network of data, information, services, databases, tools, apps, and transactions linked to HRM (Hussain, Wallace, & Cornelius, 2007). Due to the growing significance of technology in leveraging the human resource management function, organizations all over the world have implemented E-HRM (Hosain, 2017). The ability to delegate specific HR responsibilities to managers and staff frees HR workers from these responsibilities, allowing them to concentrate on strategic rather than tactical HR issues. This also enables businesses to reduce HR workforce levels as the administrative burden is reduced (Blom, Du Plessis & Kazeroony, 2019; Swaroop, 2012).

The performance of an organization is improved by the deployment of e-HRM. Only a few E-HRM techniques include electronic performance evaluation, e-recruitment and selection, e-compensation management, e-surveillance, e-attendance, e-time management, and e-leave management (Geetha, 2017). Stone et al. (2015), however, concentrated on four crucial HR practices: e-recruitment and selection, e-learning and training, e-performance appraisal, and e-compensation management.

E-Recruitment is the term for the broad application of digital and web-based technology to help with the hiring process (Ahmed, 2019). Nowadays, almost every business either hires specialists directly or indirectly through a third party using several online channels. Job searchers have the option of saving money and time by completing forms electronically and publishing their resumes on a variety of online platforms that feature job openings (Patel & Dhal, 2017). The computers then assign candidates ratings based on their credentials, skills, GPA, experience, and other traits.

To strategically increase organizational effectiveness, e-compensation uses software tools to model staff compensation systems as well as cash and non-monetary incentive schemes (Stone et al, 2015). Online compensation practices are a useful employee retention tool since they enable managers to quickly prepare compensation reports for employees. The workforce is more flexible as a result. According to polls, 90% of organizations employ systems to organize and carry out their compensation processes (Institute for Management and Administration, 2004). 2011 (IOMA). To reduce administrative expenses and promote organizational flexibility, compensation systems should be automated and organized (Society for Human Resource Management [SHRM, 2007).

Organizational performance refers to a company's capacity to continuously generate profits (for profit-making organizations) and successfully manage its inherent business risks to achieve its customers' expectations and intended long- and short-term goals (Roman et al., 2012). Competitive advantage and an indication of long-term success for a business, exceeding one's expectations are tied to several elements like funding, production, and healthy market expansion. Organizational structure and control, as well as planning capacities, norms, and controls, must all be taken into account. On the other hand, a business's performance can be described as its ability to create, maintain, and expand to achieve desired long-term and short-term goals, as measured by three groups of sequential strategies: customer-centric strategies, environmentally friendly tactics, and counter-competitive strategies are all on the table (Fraj, Matute & Melero, 2015).

Additionally, several HR positions have been granted to employees, providing them more latitude in how they carry out their responsibilities for the business. Through employee agility development and enhancement, organizations use the current technology to find, evaluate, and hire people who will assist them in navigating change. An unsatisfactory screening method, according to Jang, Wang, and Lin (2014), is one of the primary reasons for failing employment partnerships and high staff turnover rates. To improve performance and more quickly adapt to change, organizations should employ modern recruiting techniques including e-selection, e-recruitment, and e-training, which are all e-HRM practices. Finally, having a focused, devoted, and dedicated workforce is one of the most essential strategies to increase an organization's performance. Similar to this, HRM procedures at a firm have a big impact on how well employees perform. Organizational performance is expected to be impacted by e-HRM, which was incorporated into the organizational system to improve HRM operations.

### **Statement of the Problem**

Over the past fifteen years, information and communication technology (ICT) has changed people's social and economic lives. It may also have an impact on how businesses are managed. On the other hand, due to divergent beliefs, ethics, and behaviors, it might be challenging to establish e-HRM methods and rules. The study of behavior has also been used to examine organizational performance and computerized human resource management. Though, there is no consensus on the kind of relationship. Furthermore, there is a lack of data on the specific nature of the link between successful private sector businesses and e-HRM.

Numerous academic publications have examined the effects of e-HRM on organizational outcomes, organizational development, and performance (Obama et al., 2020; Ahmed, 2019; Al-Hmouze, 2016; Atallah, 2016). Only a few studies have looked at the effect of e-HRM on organizational performance, including organizations' efficacy and productivity. Additionally, the manufacturing sector stated by Ahmed (2019), the financial sector analyzed by Wege et al., the academic institutions described by Obama et al. (2020), and the manufacturing sector examined by Wege et al (2019). This study fills a research gap by examining the effect of E-HRM on organizational performance with a focus on food and beverage industry.

In reality, not much recent study has been done on EHRM and how it affects the performance of private-sector firms. Given that many businesses are searching for ways to remain competitive, it is more important than ever to ascertain whether e-HRM has any impact on corporate performance, particularly in Nigerian banking sectors. This will make it clearer how E-HRM techniques have aided businesses in boosting productivity and efficiency.

### **Objectives of the research**

- i. To determine the influence of e-recruitment on the performance of selected commercial banks in Nigeria.
- ii. To find out the influence of e-compensation on the performance of selected commercial banks in Nigeria.

### **Research Questions**

The investigation raised the following fundamental questions, which will be addressed throughout the research:

- i. How does e-recruitment affect the performance of selected commercial banks in Nigeria?

- ii. How does e-compensation affect the performance of selected commercial banks in Nigeria?

### **Research Hypotheses**

H0<sub>1</sub>: There is no significant relationship between e-recruitment and organizational performance in some selected banks in Nigeria.

H0<sub>2</sub>: There is no significant relationship between e-compensation and organizational performance in some selected banks in Nigeria.

### **Scope of the Study**

The scope of the study covers three areas namely contextual scope; time scope and geographical scope. The contextual scope of the study covers human resources management. The private sector was chosen due to the important role they play in increasing the level of productivity. The choice of this scope is justified by looking at the high incidence of the contribution of the private sector and banking sector in Nigeria. The time scope of the study covers 2017-2022, the choice of this period is a result of the predominant use of ICT in the 21<sup>st</sup> century. Lastly, the geographical scope of the study is Nigeria and the choice of the study area is justified on the ground that previous studies were done in other sectors and also because few studies on EHRM have been carried out in Nigerian banking sector.

### **Significance of the Study**

Analyzing and understanding the e-HRM practices on employee performance in the banking sector in Nigeria. The findings of the study will also be of great benefit to shareholders, prospective investors, the general public, managers, government, and customers interested in knowing the effect of e-HRM on the performance of an organization. Therefore, the findings of this study are expected to have positive implications on future policies and regulations by human resource managers. In the same vein, the finding of this study will give more understanding of the major e-HRM practices. It is hoped that the outcome of this study will also provide insight to other researchers that intend to engage in further study in the same field.

### **Empirical Literature Review**

Several e-HRM research publications have been released in various parts of the world over the last ten years. The vast majority of e-HRM research papers published in the US concentrated on how technology affects the development and effectiveness of organizations. The researcher examines previous e-HRM studies that are pertinent to the topic of the study. According to Daviodi and Fartash's (2012) research, e-HRM significantly affected the performance of philanthropic organizations (cited in Obama et al., 2020). Their study found a statistically significant relationship between organizational productivity, efficiency, and effectiveness with computerized human resource management. These organizational performances, according to Daviodi and Fartash (2012), are significant predictors of non-profit success. Like the present study, the survey did not include the banking sector.

Olivas-Lujan et al. (2007) conducted another study among Mexican NGOs utilizing e-HRM to identify the influence of E-HRM technologies on organizational performance and global competitiveness. They found that businesses in this industry were better able to adapt to shifting stakeholder needs and more successfully meet their strategic objectives (cited in Obama et al., 2020).

On the other hand, this study did not demonstrate the various E-HRM strategies used by these NGOs which was addressed in the current study.

According to a study by Al-Hmouze (2016) on the impact of the e-HRM application on Organizational Performance, the Electronic Human Resource Management (e-HRM) application plays a crucial role in employee motivation by ensuring that all employees complete their tasks on time, leading to high-quality service delivery and increased customer satisfaction and retention. The introduction of e-HRM was found to boost organizational effectiveness as well, with managers, employees, and HR professionals all sharing responsibility. Al-Hmouze's study did not employ the performance indicators used, and there was no discussion of the improvement of organizational performance brought on by EHRM apps.

In Atallah's (2016) study on the effect of e-HRM on organizational development, it is found that e-HRM promotes organizational development and helps achieve objectives. Organizational development is directly impacted by e-selection and e-recruitment, and there is a significant correlation between e-HRM and organizational development. According to the study, there is no proof that E-HRM enhances organizational effectiveness.

Public and commercial banks typically employ electronic human resource management (e-HRM) systems, according to a 2015 Bharti study on the advantages of e-HRM systems on organizational performance. They increase the productivity and efficacy of bank HR departments. The study did, however, note that E-HRM improves organizational performance (cited in Obama et al., 2020). In a study on the effect of HRM on the performance of the manufacturing industry, Georgios (2014) discovered that manufacturing companies pursuing the best HRM practices achieve higher performance through the interface of these practices with Knowledge Management and organizational learning capability, as well as the conception of OC. However, the study did not account for the need for EHRM duties (cited in Obama et al., 2020).

In a study of the benefits of electronic human resource management on organizational performance in Turkey's top enterprises, Findikli and Bayarçelikb (2015) found that E-HRM saves time, lowers administrative expenses, and increases the accessibility of personal data. By lowering organizational costs, enhancing better and faster communication between managers and employees, and lowering the time spent considering the use of electronic human resources in institutions, electronic human resource management decreased the amount of time spent on this task. The study did not address the supposition that EHRM contributes to organizational success (cited in Obama et al., 2020).

According to Alwis (2014), Human Resource Management has been strategically separated into four roles by Electronic Human Resource Management: Administrative Expert, Employee Champion, Change Agent, and Strategic Partner. The study, however, did not discover any link between E-HRM and general corporate performance. The influence of the electronic human resource management field offers a holistic and clear understanding by addressing all related phenomena regarding electronic human resource management, according to a study conducted by Naeini (2015) at the Iran University of Science and Technology using perception maps to illustrate the relationship between Human Resource Management and IT over time. It can aid in anticipating and addressing challenges that might arise after institutionalization. The study, however, could not discover a link between E-HRM and organizational performance.

Technology enables firms to quickly adapt to changing contexts, and this capability has pushed for profitability and competency, claims a study by Rahman (2014) on the impact of information systems and technology on organizational agility, intelligence, and resilience. However, the study did not pinpoint the underlying mechanisms. In contrast to government organizations, private enterprises

have successfully implemented e-HRM practices, according to research on the subject by Sinha and Mishra (2014). However, the study did not investigate if the use of e-HRM techniques had any actual economic advantages.

Eneizan, Mostafa, and Alabboodi (2018) study on the effect of technical support and trust on e-HRM adoption that the system's usability and user's attitude both affect how simple it is to use. However, the study did not examine how the efficient usage of e-HRM improved the performance of the organization. ICT will have a big impact on the HR industry, according to a study by Abbasi, Tabatabaei, and Labbaf (2016) on the possible applications of ICT in human resource management. The report did not, however, go into great detail about how these changes might affect businesses.

Beamon and Balci (2008) looked into ways to gauge the efficiency of humanitarian aid agencies. The study emphasized productivity, organizational effectiveness, and flexibility as the main success metrics for humanitarian organizations. Despite including information on the performance metrics used by NGOs, the study does not look at how E-HRM technologies affect organizational performance in terms of those metrics.

Bartel (2004) examined the link between organizational performance and human resource management in retail banking. Using a special longitudinal dataset compiled from 330 observations, they found that human resource management affected branch-level performance in the banking industry. Bhatnagar and Sharma (2005) investigated the connection between organizational learning capacities and Strategic Human Resources positions in India. Using a sample of 640 workers, they found a positive correlation between employment in Strategic Human Resources and organizational capacity. They also discovered that human resources managers are predicted by corporate profitability and turnover.

Erdogmus and Esen looked at the connection between technology adoption and technological readiness in their 2011 study on electronic human resource management. Using a sample of 65 people from Turkey, they discovered that optimism and inventiveness were the components of technological preparedness that positively influenced the utility and perceived ease of adoption of eHRM. They also discovered that comfort and convenience have no bearing on how useful and simple something is to use.

Amir, Minoo, and Mohammad (2012) looked into the relationship between e-HRM and worker productivity. Based on a sample of 170 employees from 15 manufacturing organizations, the results demonstrate a significant positive relationship between e-HRM and employee job performance (cited in Wege, 2019). Veomnee and Reginald (2015) examined the connection between e-HRM, HRM Effectiveness, and organizational performance in the public sector. The mediation study found that strategic HRM completely mediates the association between goal clarity, HR professional development, and organizational performance and partially mediates the relationship between facilitating conditions and organizational performance.

Ogungomi and Bruning (2016) examined the human resource management effectiveness of small and medium-sized firms in Nigeria. Using a survey methodology with 236 participants, they discovered that human capital development and occupational health and safety had a direct association with non-financial and employee performance. They also claimed that HRM practices have a big impact on how well a business performs.

The relationship between e-HRM and organizational productivity was examined by Poisat and Mey (2017). They discovered that adding e-HRM does not lead to higher organizational productivity based on a sample of 67 from content analysis (cited in Wege, 2019). They urged more investigation

into the connection between value creation and e-HRM in the next years. Asmaa (2017) used electronic human resource management to research the implications of UNRWA's organizational development in Gaza (E-HRM). Based on a sample of 308 participants, the study discovered that e-HRM components have a positive impact on organizational development. There is a need to look at the relationship between e-HRM and organizational performance as previous research in Nigeria has only found a tenuous link between the two.

### **Theoretical Framework**

Ludwig von Bertalanffy originally put forth the Social Systems Theory in 1956. This idea is rightly recognized as one of the benefits of systems thinking. The alternative presented by this concept to the fictitious history of electronic human resource management (Ball, 2011). According to the advantages of adopting the social theory as a fundamental hypothetical view, the central tenet of this theory is that it views systems or structures as machines (cited in Obama et al., 2020). In organizations with open systems, there are many leaders available to take in information, consider it, and take action. Entities and groupings create and dissolve alliances. The limitations are unstable, ill-defined, and permeable. However, for the system to continue functioning, resources must be moved around with the environment (Beadles-II, 2015).

Human resource departments can now outsource non-core work thanks to modern human resource management, which automates and decentralizes administrative and naturalization processes that were previously handled by HR departments (Akhtar et al., 2014). As a result, computerized human resource management enables substantial cost savings when it comes to finishing human resource operations and proving the importance of keeping crucial human resource jobs. Contrarily, human resource specialists can employ computerized human resource management to help them contribute to the strategic direction of the business (Beadles-II, 2015).

The hypothesis is significant to the study for several reasons. First, electronic human resource management automates and decentralizes many essential human resource operations, giving supervisors more time to focus on more strategic duties like leadership development and talent nurturing (Kariznoee et al., 2012). Second, by creating measurements that can be used to strengthen important decisions, human resource management enables the human resource function to play a more decisive role in the achievement and overall performance of the organization (cited in Obama et al., 2020).

### **Research Methodology**

The research design adopted is a survey research design. The objective of this study was to explain in detail the current state and the effects of e-HRM practices on organizational performance in the banking sector. This research is descriptive since it covered the case of some selected banks in Nigeria in particular and also obtain findings from a sample participant on the effects of e-HRM practices on organizational performance. The study population was 2700 employees of some selected banks in Nigeria. This study adopted the stratified random sampling technique (Mugenda & Mugenda, 2008). A sample size of 348 was arrived at using Taro Yamane's formula of 1963. Primary data was used where the researcher collected data by use of questionnaires. However, to take care of non-response and improper filling of some respondents to return the questionnaire, 10% of the sample size was added as suggested by Israel (2013). Therefore, thirty-five (35) respondents which are 10% of the sample size was added to the calculated sample size of 348 which brought the sample size to three hundred and eighty-three (383). However, 351 questionnaires were duly completed and returned which were used for the analysis.

Mugenda and Mugenda (2003) assert that the data gathering tool must be trustworthy and able to yield dependable results. The respondents were given a week by the researcher to complete the questions. Giving the respondents enough time to complete the surveys was also crucial for the researcher. To be accessible for questions and any problems that might arise, the researcher also gave the participants contact information. Descriptive statistics were utilized to analyze the e-HRM practices, organizational performance metrics and general information on how e-HRM practices affect organizational performance. This generated information in form of mean scores and standard deviation tables. Finally, regression analysis was chosen for the estimation of the coefficients involving independent variables that best predict the value of the dependent variable. The choice of the instrument is because the study has two independent variables (e-recruitment and e-compensation) against one dependent variable (performance) as recommended by Cresswell (2009). Multiple linear regressions utilizing Statistical Package for Social Science (SPSS) version 24 was employed as an inferential statistical method in this investigation. The instrument was used to test the research hypotheses at 5% level of probability.

### **Descriptive Analysis of the study Variables**

The E-recruitment construct is measured by five statements in the research instrument (the questionnaire). The mean and standard deviation for each item is shown in table 1 below:

**Table 1 E-recruitment on job performance**

S/N	Variables	N	Min.	Max.	Mean	Std. Dev.
1	The basis for an electronic job announcement is the job description, which details the tasks, obligations, and requirements for a vacancy.	351	1	5	3.90	1.289
2	Applicants can apply through the organization's website without the need for referees	351	1	5	3.93	1.244
3	The organization recruits individuals who are well skilled and efficient through an e-recruitment system	351	1	5	4.02	1.207
4	With e-selection, there would be a matching of individuals with expected job vacancies	351	1	5	3.55	1.583
5	The electronic employment page of the bank attracts more competent applicants for the post.	351	1	5	3.76	1.309

**Source: Field survey, 2022**

Table 1 revealed the responses of the respondent on the use of E-recruitment in some selected commercial banks in Nigeria. The finding revealed that most of the respondents are of the view that E-recruitment is used in the banking sector to get the best workers.

Table 1 shows the following results: The mean of item #1 "The basis for an electronic job announcement is the job description, which details the tasks, obligations, and requirements for a vacancy" equals 3.90 (SD=1.289) showing a positive response in respect of the item. The mean of this item is significantly higher than the 3.50 hypothesized value, which serves as the study's benchmark, because the test has a positive sign. In other words, this was acknowledged by the respondents.

The mean of item #2 "Applicants can apply through the organization's website without the need for referees" equals 3.93 (SD= 1.244) shows a positive response in respect of the item. Because the test has a positive sign, the mean of this item is much higher than the 3.50 predicted value, which acts as the study's benchmark.



The mean of item #3 “The organization recruits individuals who are well skilled and efficient through an e-recruitment system” equals 4.02 (SD=1.207) showing a positive response in respect of the item. Because the test has a positive sign, the mean of this item is much higher than the 3.50 predicted value, which acts as the study's benchmark.

The mean of item #4 “With e-selection there would be a matching of individuals with expected job vacancies” equals 3.55 (SD=1.583) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.50 which is the benchmark in this study. In other words, the respondents approved of this item.

Lastly, the mean of item #5 “Using the bank electronic job site attracts a greater number of qualified applicants for the job” equals 3.76 (SD=1.309) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.50 which is the benchmark in this study. This means that the respondents agreed to this item.

The majority of respondents, as indicated by the results for all statements in the field, approved of the use of "E-recruitment or E-selection of candidates for employment." This indicates that the sampled commercial banks used an electronic system to schedule the experience and competence of applicants for advertised jobs; to select the appropriate competencies for appointment to the various functions electronically; and to use an electronic system to select candidates for the job from among those with relevant staff who had jobs announced with the department of employment.

**Table 2** **E-compensation on job performance**

S/N	Variables	N	Min.	Max.	Mean	Std. Dev.
6	The compensation system is done electronically based on performance evaluation to guarantee justice	351	1	5	3.78	1.274
7	All compensations are clear in employees' online accounts on the bank's website	351	1	5	3.49	1.709
8	E-compensation guarantees equitable distribution of benefits, which prevents embezzlement and corruption	351	1	5	3.50	1.504
9	E-compensation is a way to guarantee cost reduction and efficiency in exploiting the financial assets of the organization	351	1	5	3.94	1.240
10	For the banking industry to recruit, inspire, and retain personnel, e-compensation and e-reward systems are essential	351	1	5	3.50	1.504

**Source: Field survey, 2022**

Table 2 revealed the responses of the respondent on the use of E-compensation in some selected commercial banks in Nigeria. The finding revealed that most of the respondents are of the view that E-compensation is used in the banking sector as a rewarding platform for workers in the selected banks.

The following outcomes are shown in Table 2: The item's average #6 “Compensation system is done electronically based on performance evaluation to guarantee justice” equals 3.78 (SD=1.274) showing a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.50 which is the benchmark in this study. In other words, the respondents approved of this item.

The average score of item #7 “All compensations are clear in employees' online accounts on the bank's website” equals 3.49 (SD= 1.709) showing moderate response in respect of the item. The mean of this item is slightly less than the hypothesized value of 3.50 which is the benchmark in this study. The respondents do not unanimously agree on the item as to whether All compensations are clear in employees' online accounts on the bank's website. This means that some banks may not make this clear on their website based on their internal policy.

The average score of item #8 “E-compensation guarantees equitable distribution of benefits, which prevents embezzlement and corruption” equals 3.50 (SD=1.504) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is equal to the hypothesized value of 3.50 which is the benchmark in this study. This is an indication that the respondents agreed to this item.

The average score of item #9 “E-compensation is a way to guarantee cost reduction and efficiency in exploiting financial assets of the organization” equals 3.94 (SD=1.240) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.94 which is the benchmark in this study. In other words, the respondents approved of this item.

Lastly, the mean of item #10 “For the banking industry to recruit, inspire, and retain personnel, e-compensation and e-reward systems are essential” equals 3.50 (SD=1.504) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is exactly equal to the hypothesized value of 3.50 which is the benchmark in this study. This means that the respondents agreed to this item.

Overall, the field's findings for all claims indicate that the majority of respondents agree that the banking industry benefits from the effectiveness of electronic pay as a rewards system. This means that the sampled commercial banks made use of E-compensation to ensure justice and equitable payment of workers. This helps them to compensate employees based on performance evaluation to guarantee justice; equitable distribution of benefits to prevent corruption and embezzlement; reduce cost and efforts in terms of payment and finally, it helps to attract, motivate and retain well-experienced employees in the banking sector.

**Table 3** **JOB PERFORMANCE**

S/N	Variables	N	Min.	Max.	Mean	Std. Dev.
11	Employees are evaluated electronically based on their performance	351	1	5	3.76	1.309
12	A hierarchal system is followed when evaluating employees	351	1	5	3.78	1.274
13	Automated administrative HR processes in evaluating performance are always neutral	351	1	5	3.94	1.240
14	evaluating the results of the E-performance assessment to determine the staff training needs	351	1	5	3.76	1.309
15	E-performance and e-compensation are connected for a more neutral evaluation of outcomes	351	1	5	3.78	1.274

**Source: Field survey, 2022**

Table 3 revealed the responses of the respondent on the performance of workers as a result of E-human resources practice in some selected commercial banks in Nigeria. The finding revealed that most of the respondents are of the view that E-HRM practices used in their various banks have promoted their performance in terms of efficiency, work output, and commitment to duty.

Table 3 shows the following results: The mean of item #11 “Employees are evaluated electronically based on their performance” equals 3.76 (SD=1.309) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.50 which is the benchmark in this study. So, the respondents approved of this item.

The average score of item #12 “A hierarchal system is followed when evaluating employees” equals 3.74 (SD= 1.274) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.50 which is the benchmark in this study. So, the respondents approved of this item.

The average score of item #13 “Automated administrative HR processes in evaluating performance are always neutral” equals 3.94 (SD=1.240) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is equal to the hypothesized value of 3.50 which is the benchmark in this study. So, the respondents approved of this item.

The mean of item #14 “evaluating the results of the E-performance assessment to determine the staff training needs” equals 3.76 (SD=1.309) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value of 3.94 which is the benchmark in this study. So, the respondents approved of this item.

Lastly, the mean of item #15 “E-performance and e-compensation are connected for more neutral evaluation of outcomes” equals 3.78 (SD=1.274) shows a positive response in respect of the item. The sign of the test is positive, so the mean of this item is exactly equal to the hypothesized value of 3.50 which is the benchmark in this study. So, the respondents approved of this item.

The majority of respondents preferred the use of E-HRM tactics for efficient work performance and rating systems, according to the study's overall findings. This means that the sampled commercial banks made use of E-HRM such as E-compensation and E-recruitment on job performance. This helps increase the performance of employees to evaluate employees electronically based on their performance and this is done through automated means to ensure that performance is evaluated on neutral ground. The E-HRM practices assist human resources managers in determining staff training requirements based on the results of electronic performance reviews, which are typically conducted.

#### Test of Hypothesis

**Table 4** **Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.324	.366		-3.616	.000
E RECRUITMENT	.640	.025	.681	25.846	.000
E COMPENSATION	.424	.035	.320	12.148	.000

a. Dependent Variable: PERFORMANCE

**H0<sub>1</sub>: There is no significant relationship between e-recruitment and organizational performance in some selected banks in Nigeria.**

Table 4 shows the regression result between E-recruitment and organizational performance in some selected banks in Nigeria. The coefficient of the result revealed 0.640 and a P value (sig) equals 0.000. The p-value (Sig.) is less than 0.05, so the regression result is statistically significant at  $\alpha = 0.05$ . This means that there exists a significant relationship between E-recruitment and the performance of staff in some selected banks in Nigeria. This is due to the fact that the use of E-

recruitment systems and related applications actually raises the quality of services offered by the Human Resources Management Division, increases the effectiveness of human resource management procedures, improves the delivery of services, and makes a greater strategic contribution. Additionally, the usage of E-recruitment tools helps to enhance the selection process in banks by ensuring that only qualified personnel and those who match the job requirement are chosen to positively contribute to the organization's overall aim. This improves collaboration and teamwork even more, boosts employee confidence, promotes employee happiness, and increases degree of cooperation. The technology also visibly enhances the atmosphere in the workplace, which encourages employees to unwind and do their duties to the best of their abilities, increasing productivity. The findings of this study conform with that of Daviodi and Fartash (2012); Olivas-Lujan et al. (2007); Al-Hmouze (2016); Atallah (2016); Bharti (2015); Findikli and Bayarçelikb (2015) whose findings also revealed that E-recruitment application which is a component of Electronic Human Resource Management reduced the time spent considering the use of electronic human resources in institutions by reducing organizational expenses, improving better and faster communication between managers and employees, and reducing the time spent considering the use of electronic human resources in organizations.

**H0<sub>2</sub>: There is no significant relationship between e-compensation and organizational performance in some selected banks in Nigeria.**

Table 4 shows the regression result between E-compensation and organizational performance in some selected banks in Nigeria. The coefficient of the result revealed 0.424 and a P value (sig) equals 0.000. The p-value (Sig.) is less than 0.05, so the regression result is statistically significant at  $\alpha = 0.05$ . This means that there exists a significant relationship between E-compensation and the performance of staff in some selected banks in Nigeria. This is because the use of E-compensation ensures justice and equity in the payment of staff in the organization. The coefficient of the result shows a positive value which means that a percentage increase in E-compensation leads to a 42% increase in productivity and efficiency level of staff in some selected banks in Nigeria use for the survey. Further, the use of E-compensation systems helps to improve salary packages by ensuring that staff get their salary as when due and also ensure justice in compensation for the staff. The result of this study conforms with other studies' findings in this regard, for example, the result of this study agreed with the findings of Naeini (2015); Eneizan, Mostafa, and Alabboodi (2018); Rahman (2014); Erdogmus and Esen (2011); Amir, Minoo, and Mohammad (2012); Ogungomi and Bruning (2016); Poisat and Mey (2017). Their study also revealed a positive and significant relationship between EHRM practices and employees' performance in an organization. These studies concluded that E-compensation implementation simplifies payment procedures, decreases the workload on the part of HRM, and helps to achieve transparency. Employees are satisfied with E-compensation implementation in the selected banks used for this study and the satisfaction level is high and positive. There is a significant relationship between the level of employees' satisfaction towards E-compensation and the implementation of the E-HRM system due to the easiness of dealing with the system and its various applications, compatibility of the used electronic applications with work requirements, and providing the technical requirements of the system.

**Conclusion and Recommendations**

The investigation came to the conclusion that E-recruitment had a favorable impact on the organizational performance of a few particular banks chosen for the study. This means that banks used an electronic system to schedule the experience and competence of applicants for advertised jobs; to select the appropriate competencies for appointment to the various functions electronically; to choose the candidates for the job among those with relevant staff who had jobs announced with

the department of employment; and to use simple and efficient electronic methods to select candidates for the job that match their profile.

The study also concluded that E-compensation positively affects the organizational performance of some selected banks in the study. This indicates the E-compensation system is simple to use, and that banks used the electronic compensation system to obtain information about the employee's pay and savings. An electronic periodic study of salaries to ensure that there is a just salary system, that employees received the compensation they were due for their work, that managers treated staff with respect and without discrimination, that they wanted to work until retirement, and that the remuneration system was linked to job performance. Based on the conclusion and findings, the following recommendations are made:

The bank's present e-Recruitment procedures need to be made easier, more flexible, and more transparent to the employee. However, in order to improve E-recruitment at commercial banks, the banks must use technology in the hiring process by conducting online interviews to choose candidates for open positions. By entirely converting the entire selection system to more electronic procedures, you can reduce the time, errors, human labor, and effort associated with the selection process. To improve e-Compensation, technology should be employed to provide complete and adequate information on the compensation. As a result, there will be less necessary to direct individuals seeking information or clarification to the HR team. To clarify employee's pay and benefits, a compensation system pamphlet should be created and distributed. This should be distributed to every employee for adequate documentation.

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