

Technology (ICT) Perception of Employee Towards E-HRM Practices in Public Sectors: A Case Study of Nigeria

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Abstract— With the implementation of E-HRM gives the HR attribute as well as the chance to create effectiveness of planning, organizing and implementation of strategy. The subject matter of E-HRM has been debated and nevertheless predicted or consequently academic involvement within the subject desires in simulation of grows. Thus, this study focuses on the ICT perception of employees affecting the implementation of E-HRM Practices in Public Sectors. Evidence has shown that more and more organizations have been replacing face-to-face human resource management activities with electronic human resource management (e-HRM). E-HRM facilitates the HR function to create dynamic and operational capabilities and contributes greatly on HRM effectiveness. E-HRM played significant role in improving the performance of human resource (HR) departments in private sectors. Given the significant of qualitative method in understanding the ICT and employee are very encroachments today. Result reveals that majority of the 20 agreed that ICT system work easier and faster, centralise all the data and speed up work.

Index Terms— E-HRM, Technology. Employee .

I. INTRODUCTION

This study focuses on the technology acceptance affecting the implementation of E-HRM Practices in Public Sectors, mainly the case study of Nigeria: This study was conducted within the real phenomena perception of employee In recent years, research evidence has shown that more and more organizations have been replacing face-to-face human resource management activities with electronic human resource management (e-HRM). E-HRM facilitates the HR function to create dynamic and operational capabilities and contributes greatly on HRM effectiveness. E-HRM played significant role in improving the performance of human resource (HR) departments in private sectors. Whereas it is expected that parallel influence would be found in public sectors, there is no empirical research evidence to support this proposition. Given the significant technical encroachments today, e-HRM as a strategic tool has grown to encompass seamless functionality to support organisations in providing tactical

capability, reducing cost and continuous service improvement as well as the quality of service delivery. Although several private and public sectors have implemented e-HRM, its application within public sectors in developing nations is quiet limited. This may reflect the bureaucratic nature of public sectors, which is often improve productivity of the adopt change of technological optimistic. (2) report that technological optimistic voices want the masses to believe that; from a technical Perception, the IT possibilities for HRM are endless: in principal all HR processes can be supported by IT. E-HRM is the relatively new term for this IT supported HRM, especially through the use of web technology. According to (3), the vast majority of the studies of e-HRM focused on the developed region, there are a few studies less than other developed countries which are diverse in technology The growth and development of e-HRM across the globe has transformed organisation practices from their conservative forms to much more elaborate and relaxed ways of operating business. The success of e-HRM in developed countries has prompted countries like Nigeria to step up their efforts in the use of information technology as a vital business tools. The low level in the number of public sectors that have implemented e-HRM applications in developing countries may be responsible for the dearth of empirical studies in this area. Therefore, given the dearth of empirical studies and the need to understand the Influences affecting the implementation of electronic human resource management (e-HRM) practices, the author undertook to investigate the Influences affecting the implementation of e-HRM in public sectors important factor that helps to increases the level of trust and loyalty of the public (4).

II. LITERATURE REVIEW

Literature indicates that the application of IT has significantly influenced the operations of not only the Public sectors departments but almost every sector in an organisation. The implementation of e-HRM systems has not only influenced the shape of the organisations but has also brought in different benefits, Obstacles and Threats along with it. Implementing e-HRM is facing huge challenges in Public sectors, as the re-designing and re-engineering of HR functions is crucial and critical for the functionality and the systematic for the Public sectors. The author aims to investigate the benefits, Obstacles and Threats resulting from implementing e-HRM systems in

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Public sectors in developing countries. The author reported that the implementation of e-HRM has been thoroughly investigated in developed countries where e-HRM systems were developed to increase the performance of their Public sectors. On the other hand, the implementation of e-HRM in developing countries is still considered in its early stages and calls for further research studies (1)

Literature review suggests three major goals of e-HRM implementation: cost reduction, improving HR services and improving strategic orientation. However, some scholars have argued that despite creating strategic value for organisations and for HR functions, e-HRM could not be viewed as strategic partner (1). E-HRM system involves evaluation of IT infrastructure and determining the readiness level of each infrastructure to implement e-HRM subsystem (5). Besides this debate, e-HRM has been observed to be of benefits, for leading to a radical redistribution of work that HR managers used to do. For instance, desktop activities such as appraisal performance, employee cost evaluation and reporting activities are now performed by HR professionals – managers and employees through online systems (2).

E-HRM considered as a part of management information system (MIS) within HR department is anticipated to support and help in planning process, administration process, the process of decision making and controlling the Human Resource Management activities (6). E-HRM considers involved in expert systems and analytical tools to help the decision maker in making valuable and accurate decision, as well as, managing human capital (7)

Furthermore, e-HRM supports the organisations in managing all the information related to HR electronically, helps the organisation in managing employees and organisational documents and information by recording and analysing them, such as employee handbooks, safety procedures and emergency evacuations (6). The latter is accomplished through the use of different e-HRM sub-functions such as: E-Selection, E-Compensation Management /Administration, E-Training, E-Recruiting E-Performance Appraisal and E-Learning. On the other hand the I.T also plays significant roles increase the competence.

With the availability of high-speed computers and internet, e-HRM has located itself as a dynamic factor in modern organizations (7). E-HRM plays important roles in different functions to increase the competence of traditional patterns and methods of HRM. In addition, as the organisation introduces a new system, employees and workers face challenges to familiarize different changes that may affect the overall organisational performance (8). According to (8) management of the organisation wants to ensure the obtainability of adequate skilled people and expertise to operate the system that is further impeding higher cost and capability of employees to acquire or accept new system. E-HRM is based on IT and ICT therefore; technology and

expertise play important roles in achieving organisational goals through e-HRM (6:8).

1.0 In most cases bureaucratic systems in developing countries is the main hurdle to the implementation of any developmental project. It is dynamic to implement the e-HRM project within the intended period to make it successful (9). Late realisation may cause negative impact on the overall efficiency and outcome of the technological project/initiative. Moreover, secrecy of data and information is another common subject towards the implementation of e-HRM in government organisations (10). On the other hand, (11) pointed out that there is a high probability of losing government inside information to different stakeholders due to the unsuitable utilisation of e-HRM. As in the words of (4), losing sensitive government data/information due to the illegal installation of e-HRM system can be detrimental. Besides, another potential disadvantage is duration of implementation of e-HRM in developing countries (10). Most researches in the area of e-HRM also submitted that IT equipment's add significant benefits to organisation. They help in the automation of activities. (11) indicated that the e-HRM should be compatible with the IT infrastructure to ensure a successful e-HRM implementation

III. METHODOLOGY

Qualitative research is the primary method used in this study in gaining deepest understanding of phenomena (12). Furthermore this study employed inductive approach. Inductive approach was used for exploring data and to develop theories that subsequently be related to the literature. This study research method employed an interview with some staff members and key personnel who were responsible for decision-making in the organisation. The interest of this was looking in their experience and feelings about ICT and e-HRM in their organisations. It was important to identify their problems and how they coped with these and how it has impacted on their day-to-day activities. According to (12) eliminating predictions and considering hypotheses were the main elements in analysing and data gathered. Given the complex nature of the study and different depths of knowledge of the respondents, it was important for the design to be flexible. This flexibility allowed the research to adapt to different situations during the study. A flexible design was crucial to the success of data collection in this study. Overall inductive approach appeared to be the most suitable approach for this study. The semi-structured interview with designed a list of 'themes' and questions been covered in this study. Questions were tailored and face to face to particular respondents based on what they know because of the privy position in their organisation. Purposive sampling that targeted to specific respondents were Director, Top manager, Internal Consultant, Administrative IT manager, External consultant, IT manager, external consultant, deputy director (Admin), assistant director (admin) and assistant director (Engineering). Besides that, the analysis used in this research were transcribe which been described as an intrinsic, comprehensive method of systematising the research data and information to answer the questions for the study.

IV. RESULT

After the critical review of the literature, this study transcribes the thematic of ICT and data benefits from technological Perception. The first benefit was the **ICT-Data Concentration** in the organisation. Data Concentration refers to data warehouses which provide a centralised repository of selected HR data managed separately from live data (10). The introduction of e-HRM system changes the organisation Perception from deConcentration to centralise of all records, employee's information, and payroll system. Most of the respondents agreed on the importance of data Concentration. Here are some of the extracts from the interview sessions:

The implementation of e-HRM make the HR system work easier and faster" – **Interviewee 4**. "The implementation of e-HRM system helps basically in centralising all the HR records in the ministry of foreign affair, by gathering all the employees' information, payroll system, organisation records, etc.;

"The Kwara State Ministry of Planning and Economic Development, Nigeria has implemented e-HRM system, which helps the HR department to centralise all the data in one system and further supports the department in managing the technology and the employees at the sometime" – **Interviewee 6**.

"The introduction of the new e-HRM has been that all our activities can now be carried out centrally. This has relief us of having to run from one point to another while doing our work. I can confidently see all the records that I needed to see simply by clicking on a computer button. This is fabulous!" – **Interviewee 17**.

"Concentration of information has helped to speed up my job. As HR manager with over 500 employees in my organisation, it was always difficult to keep record especially papers. Many times we lost recoded information on paper or may not be able to find them when we need them quickly. But with e-HRM, all these information has now been centralised and organised in one place. This means that I can find any information whenever I need it" – **Interviewee 18**.

The views expressed by the respondents' shows that the alignment of HR functions with ICT leads to organisational strategy was very important for the success of the organisation. The reasons behind their views can be seen from the benefits they derived from ICT-e-HRM. According to (6), HR ICT-e-HRM are important tools for ensuring that HR strategies are aligned with overall organisation strategy. For instance, (8) noted that key performance indicators (KPI) or key success indicators (KSI) are monitored through ICT-e-HRM. Through ICT-e-HRM the HR managers can monitor and manage human Influences, compensation, termination Influences and attrition. By doing all of the activities the HR manager is able to align the strategy of HR department with the overall organisation strategy (5). The importance of the alignment between HR strategy and organisation strategy has risen as significant Influences.

V. DISCUSSIONS

E-HRM is based on IT and ICT therefore technology and expertise play significant roles in achieving organisational goals through E-HRM. The benefits revealed from the two case studies where: Data Concentration; the findings reveals that the e-HRM systems records have been centralised successfully in KSMOIACN and KSMOPAEDN which resulted in accurate and precise reports for the managers and the decision makers. This result confirmed by (12) who stated that which to data warehouses provide a centralised repository of selected HR data that is managed separately from live data, moreover, the purchased e-HRM system will change the organisation Perception to change from de-centralise to centralise all the records, employee's information, payroll system and other related systems.

Moreover, Alignment HR Strategy with Organisation Strategy, were the second Influences in benefits mentioned in the interviews answers. The two case studies (KSMOPAEDN and KSMOIACN) highlight the benefits that the organisations have gained from implementing e-HRM systems, applying e-HRM systems allow the managers to focus more on the strategic targets for the ministries with the collaboration with HR managers, which help in aligning the HR strategy with ministries strategies. This result agreed by (6) who mentioned that the implementation of e-HRM including using data mining tools with statistical data analysis techniques which allow the HR manager to investigate the relationship between the procedures, policies, practices and organisational outcomes. This study reveals the important of aligning the ICT- e-HRM within the ministries strategy which help the two ministries in achieving their goals and execute their strategies. 20 interviewees mentioned the benefits of technological .

VI. CONCLUSION

It is important to note that most of the respondents believe that IT support is crucial if the implementation was to be successful. In the same vein, majority of the respondents in the study stated in support of the assertion that IT support is essential to the functioning of e-HRM. From the technological Perceptions, IT can have endless support for the HR processes (2). IT support start from the minute the organization has adopted e-HRM system; through implementation and continue after the implementation to keep the system working in a proper way (4). Similar was mentioned by (7), emphasized that the IT support should be included in all the phases of implementing e-HRM systems, to insure the proper installation and the proper usage of the system. Similar mentioned by (11), they argued that the IT support including training sessions and all kind of supports to the actors in the organization in order to enable them to perform HR tasks. This study also contributed to explore real understading between employee and the used ICT in Human resource Department. Thus, factors embedded in technological benefits and help the organisations implementing e-HRM system efficient.

VII. RECOMMENDATION

The research results have found that the ICT- e-HRM benefits to employees and are very important and significant. This study recommends that this study should be tested by distributing a questionnaire among the decision makers, managers and decision makers. This will allow the future researches to have a huge number of participants Perceptions, as well as, more implications and recommendation could be derived from the analysis of the questionnaire; in order to support the decision makers in taking better decisions regarding the e-HRM implementation. The final recommendation is to validate the implementation of e-HRM systems in government organisations. The reason for that is to provide the decision makers with better understanding for the benefits, Obstacles and threats included in using ICT HRM.

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