

The Perception of Employee on the Environmental Benefits towards e-HRM Practices in Public Sectors: A Case Study of Nigeria

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Abstract— This study focuses on the factors affecting the implementation of E-HRM Practices in Public Sectors mainly the environmental benefit of paper reduction. This study was conducted within the Perception of a developing nation (Nigeria). 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 in minimizing the environment impact. 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. Result reveals that majority of the 10 agreed that impact to green environment, contribute to the organization performance and reducing the company cost.

Index Terms— E-HRM, environment benefit. Paperless, Employee

I. BACKGROUND OF STUDY

This study focuses on the environment acceptance of minimizing wasting that affecting the implementation of E-HRM Practices in Public Sectors, mainly the case study of Nigeria: This study was conducted inside the real phenomenon awareness 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).

Most literature review suggests three major goals of e-HRM implementation: cost reduction, improving HR services and improving strategic orientation (2;3;4). 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 only but its benefit to environment (4). Therefore, E-HRM system involves evaluation of IT infrastructure and determining the readiness level of each infrastructure to implement e-HRM subsystem

that can benefit the environment in reducing using paper while saving the environment for the next generating (5).

II. LITERATURE REVIEW

The Author (6) argued the implementation of environmental management policy allow a firm to minimize pollution, saving energy and resources, and donate for minimizing and mitigating environmental Threats. Managing environmental Influences are the most concerning issues at present HRM. It also improves the public image of an organization that enables to be competitive over rival organizations. Additional resources for example pertinent machines, equipment's, materials and operators needed in order to guarantee safer environment within and outside the organization for example, minimizing waste and pollution (6). Therefore, the key issues in instigating e-HRM from environmental Perceptions are machines, equipment's, skilled human resources, attitudes of the major stakeholders towards diverse issues and organizational capability.

In the setting of developing countries, there are number of environmental aids that organizations can obtain by implementing e-HRM. Currently, most of the government organizations in developing countries are based on traditional administrative system where manual handling procedure like use of pen and paper are common for day-to-day work (1). Once e-HRM is implemented, organizations will transform into automated organizations – where computerised working technique is implement in each department (2) Moreover, it stated that an organization cans emphasis on different relevant Influences to create awareness within the employees concerning environmental issues. (3)

Additionally, E-HRM can contribute meaningfully to recruitment, development and create consciousness within the employees regarding the issues. Thus, organizations can offer reward policy concentrating on environmental issues by publishing in organizational website to inform, entice and motivate the employees to donate for eco-friendly organization The gap has been acknowledged after critical analysis of the literature review, this study identifies that there is a lack of studies dealing with the environment benefit of implementing e-HRM in developing countries i.e. specifically in the context of Nigeria.

III. METHODOLOGY

Qualitative research is the primary method used in this study in gaining deepest understanding of phenomena (7).

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Furthermore this study employed inductive approach. Inductive approach was used for exploring data and to develop theories that subsequently be related to the literature. In this study a non-probability sampling technique was used. A non-probability sampling method is a systematic way of selecting sampling that will be representative of the population without compromising standard. 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. 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. The sampling that targeted to specific respondents was 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

The study found that the most important benefit discussed in the literature regarding environmental Influences is paperwork Reduction. Paper work reduction is the most beneficial outcomes of implementing the e-HRM systems. It allows the organisation to eliminate paperwork and be more dependable on automated HRM system. Paperwork reduction meant that the organisation will use less and less papers in its day-to-day administration. This therefore means that many of the day-today running of activities or record keeping will be done electronically (12). The respondents in the study also concur on this very important issue. Most of them agreed that the introduction of e-HRM has meant that there is less paper trail in their organisation. Many also spoke about the huge cost of printing while others reflect on the environmental benefits. Here are some of the extract from the interviews:

"Implementing e-HRM systems in our ministry has a huge impact on the ministry environment, the managers and employees start to rely on the automated HR systems to execute their work instead of the paper and the pen which achieve the environmental goal of the ministry which is a green environment" – Participant 5.

"In our ministry (KSMOACN), the decision to implement the e-HRM systems was correct and true, because using HR automated systems helps the organization to reduce the paper work, eliminate the waste of papers in organizations" – Participant 6.

"The introduction of e-HRM has been very beneficial to the environment. Our country need to keep up with western world in terms of green emission. So, we welcome every little

effort that will help us to achieve this goal ... We are part of the global world and we must be part of what is going on in the globe. It is very good for the environment..." – Participant 7.

"Implementing e-HRM systems helps the organization to save a lot of money in the ministry budget after eliminating paperwork; this saved money could be used to improve another department in the ministry to increase the productivity and performance in overall ministry" – Participant 1.

The view point of the respondent is based on their experience with using e-HRM. Many of the respondents knew how much it cost their organization in financial terms to buy papers annually. This cost has been significantly reduced since the introduction of e-HRM. For instance, some of the respondents are within the management carder of the organization, which meant that they have been involved in budgeting. In the same context (11) submits that most of the organizations that implemented e-HRM systems have eliminated paper trail and consequently reduced cost

e-HRM remarkably saved huge money in the organization and reducing waste of paper, which gives the organization the ability to improve other departments to increase the productivity and the performance. Participant 2

Such positive impact can be seen on both employees and managers. Employee challenge environment meant that the work environment is conducive and accommodating for both employees and management. Regarding the employees, they get motivated to increase their knowledge and skills to cope with the new system. Here is what some of the employees stated:

"One of the important benefits of implementing e-HRM is the positive challenge environment that created among the employees to cope with the new system, the employees get motivated to learn how to use the new system by intending the training sessions assigned by the ministry" – Participant 8.

"The staff in our ministry has highly motivated to attend the training sessions and the introductory classes to have a full understanding of the new system to be able to contribute to the organization performance" – Participant 9

Regarding the managers environment, the e-HRM systems give the managers the ability to deliver the information to the decision maker, before that, the information filtered by the employees which relief the huge information reaching the manager.

"As a manager in KSMOACN ministry, the implementation of e-HRM system give the employees the ability to collect all the information in a short time, at the same time, the system filter the information and just give the related information for a certain report, which able me to give the relevant and accurate information to the decision maker, and allow me as manager to concentrate on my managerial tasks" – Participant 10

Most of the respondents expressed the view above due to the very nature of e-HRM. Both employees and managers know that where the environment is conducive productivity goes up but where the environment become hostile productivity will go down. Hence, both employees and managers look forward to work in a conducive environment.

This is similar to what was mentioned (8), who said, implementing e-HRM has significantly influenced the employees environment, by motivating them to learn and enhance their knowledge and skills to survive within the new organization system. Participant 3

With less paperless it helps the concentrate on the main task and reducing the environment impact of recycling Participant 4

This view is similar to what was mentioned in Guechtouli (2010). Where it was decided that the e-HRM system can scan the information and filter the results to give accurate and precise reports can be delivered to the decision makers. It allows the manager to concentrate on their managerial task as supervising and guiding the employees (Cronin et al., 2006).

V. RECOMMENDATION

The research results have found most important benefits have resulted as a consequence from implementing e-HRM systems in KSMOACN and KSMOPAEDN from the environmental Perception were Paperwork Reduction. The paper work reduction is the most beneficial outcomes from implementing the e-HRM systems, it allows the tow ministries to eliminate paperwork and be more dependable on automated HRM system. However, the paper reduction has saved huge money for the two ministries which consider a good sign for implementing e-HRM systems. Few past studies showed similar results (9) (10) that emphasised that implementing the e-HRM systems in organisations helps to minimise the paperwork, as well as, it help the organisation to save money and eliminate the waste of papers in organisation. 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.

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