

EFFECT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE IN DEPOSIT MONEY BANKS IN NIGERIA

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<https://doi.org/10.70118/ajbam-02-2025-123>

ABSTRACT

The increasing integration of technology into organizational processes has highlighted the need to assess its impact on human resource practices and employee outcomes. This study investigated the influence of e-HRM practices on employee performance in selected Nigerian banks. Using a descriptive research design, the study focused on employees from five banks, with a population of 1,442 respondents and a sample size of 347, chosen through stratified random sampling. Data were gathered via structured questionnaires and analyzed using descriptive and inferential statistics, including regression analysis. The findings indicated that e-performance management had a significant positive effect on employee efficiency, with a standardized coefficient ($\beta = .208, p < .001$). The study concluded that e-performance management plays a critical role in enhancing employee efficiency in Nigerian banks. The findings confirm that adopting e-performance management systems significantly improves task execution, efficiency, and overall productivity by providing clear performance metrics, fostering transparency, and enabling timely feedback and corrective actions. The study recommended that Nigerian banks should invest in robust e-performance management solutions to streamline performance evaluations, provide actionable feedback, and foster employee self-regulation.

Keywords: *electronic Human Resource Management, Employee Performance*

INTRODUCTION

Globally, the adoption of electronic Human Resource Management (e-HRM) practices has significantly transformed organizational HR functions, shifting from traditional methods to digital solutions aimed at enhancing efficiency and effectiveness. E-HRM practices, particularly e-performance management and e-training, have been widely adopted to improve employee performance by fostering real-time feedback, continuous learning, and streamlined processes. Bondarouk and Brewster (2016), e-performance management systems enable organizations to track employee performance metrics efficiently, ensuring alignment with strategic goals. Similarly, e-training programs provide employees with accessible, tailored learning resources, resulting in improved skills

and productivity. These developments have been driven by advancements in information technology, making e-HRM systems a cornerstone of modern HR strategies across sectors.

In Africa, the adoption of e-HRM practices has been gradual but increasingly significant as organizations recognize the need for digital transformation in human resource management. Countries with well-established technological infrastructure have seen remarkable improvements in employee performance metrics, particularly in task completion rates and efficiency, through the implementation of e-HRM systems (Kamoche et al., 2012). However, challenges such as limited internet access, lack of technical expertise, and resistance to change continue to

hinder widespread adoption. Despite these challenges, organizations that have embraced e-HRM practices have reported enhanced organizational performance and employee satisfaction, showcasing the potential of these systems to drive growth in the African context.

In Nigeria, the banking sector has been at the forefront of adopting e-HRM practices to enhance operational efficiency and improve service delivery. The increasing competition among Deposit Money Banks (DMBs) has necessitated the adoption of digital HR solutions to improve employee performance and remain competitive. Adewoye and Olugbenga (2019) noted that e-performance management systems in Nigerian banks have facilitated real-time monitoring and evaluation of employee performance, fostering a culture of accountability and efficiency. E-training programs have also gained prominence, equipping employees with the skills needed to adapt to rapidly changing job demands. These practices have not only improved task completion rates but also contributed to the overall growth of the banking sector in Nigeria.

Deposit Money Banks in Abuja, the Federal Capital Territory, have increasingly recognized the strategic importance of e-HRM systems in enhancing employee performance. E-performance management tools, for instance, enable managers to set clear performance expectations and provide consistent feedback, resulting in higher efficiency levels among employees (Francis, 2019). Similarly, e-training platforms offer flexible learning opportunities that empower employees to upgrade their skills at their own pace, ensuring they remain competent and capable of meeting organizational goals (Orji et al., 2022). These initiatives are critical in a dynamic financial environment where technological advancements continually reshape operational processes.

The link between e-HRM practices and employee performance is well-documented in both academic literature and practical applications. E-performance management systems contribute to employee efficiency by providing structured feedback mechanisms, clear key performance indicators, and tools for performance tracking (Bondarouk & Brewster, 2016). On the other hand, e-training programs enhance task completion rates by delivering

targeted training that aligns with job-specific requirements, thereby reducing skill gaps and boosting employee productivity (Olaniyi et al., 2022). In the context of Deposit Money Banks in Abuja, these practices not only optimize individual performance but also align HR strategies with organizational objectives, fostering a productive and competitive workforce.

The increasing integration of technology into organizational processes has highlighted the need to assess its impact on human resource practices and employee outcomes. This study explores how e-Human Resource Management (e-HRM), focusing on e-performance management and e-training, affects employee performance, particularly in terms of efficiency and task completion rates, within selected Deposit Money Banks (DMBs) in Abuja. This research is timely as the banking industry faces growing operational demands that require efficient task execution and optimized employee performance. However, the influence of digital HR systems on these outcomes in the Nigerian banking context remains underexplored, making it essential to bridge this gap with context-specific findings.

Investigating this topic is crucial given the operational and strategic challenges faced by Nigerian DMBs in managing their human resources. Traditional HR systems, still prevalent in many organizations, struggle to meet the demands of a dynamic workforce, often resulting in inefficiencies and delays in task completion. Key issues, such as outdated appraisal systems prone to biases and generic training programs that fail to address specific skill deficiencies, further hinder employee productivity (Adewoye & Olugbenga, 2019). This research seeks to address these challenges by examining the potential of e-HRM systems to transform HR practices and drive performance improvements.

E-HRM systems offer practical solutions to the limitations of conventional HR practices, providing tools for real-time performance monitoring and flexible, role-specific training. E-performance management facilitates data-driven evaluation and constructive feedback, enhancing accountability and transparency in employee assessments (Bondarouk & Brewster, 2016). Similarly, e-training enables on-demand learning opportunities tailored to

employee needs, fostering continuous skill development and adaptability (Orji et al., 2022). These advancements have shown promise in improving employee outcomes in various contexts, underscoring their relevance for Nigerian DMBs.

Prior research has demonstrated the value of e-HRM systems in improving key performance indicators. For example, Ogbonna and Obi-Anike (2021) observed that e-performance management tools enhance employee motivation and productivity by fostering a transparent evaluation process. Likewise, Olaniyi et al. (2022) highlighted the role of e-training in bridging skill gaps and improving task efficiency. Despite these benefits, the adoption of e-HRM in Nigeria faces significant obstacles, including limited technological infrastructure, resistance to change, and insufficient training for employees. These challenges restrict the effective implementation of e-HRM systems, necessitating further investigation into strategies to overcome these barriers.

A notable gap in existing research is the lack of focus on the specific challenges faced by Nigerian DMBs when implementing e-HRM systems. Global studies, while informative, often overlook local realities, such as infrastructural limitations, cultural factors, and regulatory constraints that shape the adoption of digital HR practices in Nigeria. Additionally, many studies emphasize the theoretical benefits of e-HRM without adequately examining their practical impact on specific employee performance metrics like efficiency and task completion rates. This study aims to fill these gaps by offering actionable insights tailored to the Nigerian banking sector.

To address these issues, this research proposes strategies for the effective implementation of e-HRM systems in Nigerian DMBs. These include deploying user-friendly e-HRM platforms, offering targeted training to enhance technological proficiency, and adopting change management initiatives to reduce resistance. Investments in robust digital infrastructure are also essential for supporting these systems. With advanced analytics and feedback mechanisms, e-performance management can provide real-time insights into employee performance, while e-training programs can address evolving skill requirements. These

measures aim to enhance HR practices, boost employee performance, and contribute to the competitiveness of Nigerian DMBs.

Objectives of the Study

The main objective of the study is to evaluate the effect of e-HRM on employee performance in selected deposit money banks in Nigeria.

The specific objectives are to:

- i. determine the effect of e-performance management on employee efficiency in Nigerian banks.
- ii. evaluate the influence of e-training on task completion rates among employees in Nigerian banks.

LITERATURE REVIEW

Conceptual Framework

Concepts of E-Human Resource Management (E-HRM)

Electronic Human Resource Management (e-HRM) is a technology-driven approach that revolutionizes HR processes, simplifying functions like recruitment, training, performance assessment, and employee oversight. It is categorized into three main types: operational e-HRM, which handles routine administrative duties such as payroll and data management; relational e-HRM, aimed at improving interactions between HR and staff through platforms for development and evaluations; and transformational e-HRM, which integrates HR strategies with business objectives using knowledge and change management techniques (Bondarouk & Ruël, 2009; Kettley & Reilly, 2003; Voermans & Van Veldhoven, 2007).

Implementing e-HRM boosts productivity, cuts expenses, and supports better decision-making while increasing employee involvement by offering convenient access to HR resources (Strohmeier, 2007; Adewoye & Obasan, 2012). Yet, obstacles like reluctance to adapt and insufficient training must be overcome to maximize its advantages (Agbada, 2008; Ogunyomi & Obi, 2016). In today's digital era, e-HRM is widely regarded as a critical tool for organizations seeking to enhance their HR operations efficiently.

E-Management

E-management, or digital management, represents a paradigm shift in organizational leadership, leveraging technology to enhance decision-making, communication, and operational efficiency in the digital era. Within e-HRM, it optimizes HR processes through digital tools, while e-performance management facilitates strategic planning, talent development, and workflow automation, yielding benefits such as increased productivity, data-driven insights, and improved employee engagement. Studies by Nawafleh et al. (2012) demonstrate that organizations with mature e-management systems experience significant gains in performance and satisfaction. However, successful implementation requires digital literacy, cultural adaptation, robust cybersecurity, and leadership commitment, as highlighted by Ismail et al. (2010) and Dubois et al. (2004). In Abuja's deposit money banks, e-performance management strengthens collaboration and decision-making, proving vital for maintaining competitiveness and achieving sustainable growth in an evolving digital landscape.

E-Training

E-training, a digital approach to workforce development, revolutionizes employee learning by utilizing online platforms and technological tools to create flexible, interactive, and cost-effective training solutions. As an integral component of e-HRM, this method incorporates virtual classrooms, e-learning modules, mobile applications, and multimedia resources to deliver personalized educational experiences. Key advantages include the removal of location constraints, significant cost reductions, tailored learning paths, and improved participation through gamification and interactive elements. Research by Ramayah (2011) demonstrates its effectiveness in boosting staff motivation and retention, with organizations adopting e-training reporting notable gains in workforce capabilities. Implementation success depends on comprehensive planning, including detailed needs analysis, content customization, appropriate technology infrastructure, continuous support mechanisms, and strategic alignment with business objectives. For financial institutions in Abuja's competitive

banking industry, e-training serves as a critical tool for developing employee competencies, highlighting its growing importance in modern organizational development strategies.

Employee Performance

Employee performance, which reflects how effectively workers fulfill their job responsibilities and contribute to organizational goals through productivity, work quality, problem-solving, collaboration, adaptability, and engagement (Armstrong & Taylor, 2020), is influenced by individual capabilities, organizational support systems, and external factors like economic conditions and technological advancements (Pulakos, 2009). Organizations can enhance performance through strategic management approaches including setting clear objectives (Locke & Latham, 2002), providing regular feedback (Aguinis, 2019), offering training opportunities (Noe et al., 2017), implementing reward systems (Pfeffer, 1998), and fostering positive work environments (Schein, 2010), with research showing that digital HR solutions like e-recruitment and e-training significantly improve efficiency and engagement (Stone & Deadrick, 2015), particularly in technology-intensive sectors like banking (Marler & Fisher, 2013). Studies demonstrate that organizations prioritizing performance management achieve greater profitability and employee retention (Huselid et al., 1997), highlighting how effective performance strategies can drive both individual development and organizational success (Kaplan & Norton, 2001).

Employee Efficiency

Employee efficiency refers to the capacity of employees to complete tasks effectively, utilizing minimal time and resources while maintaining high performance and quality. It reflects the optimal use of skills and time to achieve organizational objectives. Studies, such as Adewoye & Obasan (2012), highlight the positive impact of high-commitment E-HRM practices on employee satisfaction and commitment, demonstrating their role in enhancing organizational outcomes. Similarly, Oiry (2009) emphasizes addressing barriers like resistance to change, inadequate training, and lack of awareness to improve E-HRM adoption and efficiency. E-performance management tools, which facilitate performance monitoring

and feedback, are integral to streamlining processes and boosting efficiency. By prioritizing comprehensive training, implementing effective change management strategies, and leveraging E-HRM tools, organizations can foster a culture of continuous improvement, optimize HR processes, and enhance employee efficiency.

Employee Task Completion Rates

Employee task completion rates measure the speed and effectiveness with which employees fulfill their assigned responsibilities within a set timeframe, playing a critical role in organizational productivity and goal achievement. Research by Adewoye & Obasan (2012) underscores the positive impact of high-commitment E-HRM practices on employee satisfaction and commitment, highlighting their role in facilitating efficient task completion. Similarly, Agbada (2008) identifies barriers such as inadequate training, technical challenges, and insufficient support that can hinder the effective use of E-HRM systems, which are essential for seamless task execution. Bondarouk & Ruël (2009) emphasize aligning E-HRM with organizational strategy to ensure HR practices directly enhance task completion rates. E-performance management tools further improve coordination, communication, and task monitoring, driving efficiency. By addressing technical limitations, providing proper training, and strategically integrating E-HRM with organizational goals, companies can optimize workflows and significantly enhance task completion rates.

Theoretical Review

Social Systems Theory

Social Systems Theory was originally proposed by Ludwig von Bertalanffy in 1956. This theory emerged as a framework for understanding systems or structures as interconnected entities that interact with their environment. According to the theory, systems are viewed as machines, where inputs, processes, and outputs are interdependent and contribute to the overall functioning of the system (Ball, 2011, cited in Obama et al., 2020). Social Systems Theory has been widely applied in organizational studies to explain how systems adapt to changes in their environment. In the context of Electronic Human Resource Management (E-HRM), the theory provides a foundation for understanding

how technology integrates into HR practices to enhance organizational performance. The theory emphasizes that organizations are open systems that interact with their environment, allowing them to adapt to external pressures such as globalization, technological advancements, and competitive markets (Beadles-II, 2015, cited in Obama et al., 2020).

The application of Social Systems Theory in E-HRM is evident in its ability to decentralize and automate administrative tasks, thereby enabling HR professionals to focus on strategic initiatives. For instance, E-HRM systems allow organizations to streamline recruitment, compensation, and performance evaluation processes, which enhances efficiency and effectiveness (Adewoye & Obasan, 2012). Furthermore, the theory underscores the importance of aligning HR strategies with organizational goals, ensuring that E-HRM contributes to the overall success of the organization.

Despite its widespread application, Social Systems Theory has certain limitations. One major limitation is its machine-like view of systems, which may oversimplify the complexity of human behaviour and organizational dynamics. Organizations are not purely mechanical systems; they involve human emotions, cultural nuances, and unpredictable variables that cannot always be modelled as inputs and outputs (Ball, 2011, cited in Obama et al., 2020).

Additionally, the theory does not adequately address the role of resistance to change within organizations. While it emphasizes adaptability, it often overlooks the challenges posed by employees or managers who may resist adopting new technologies like E-HRM (Agbada, 2008). Resistance to change can stem from factors such as inadequate training, fear of job loss, or lack of awareness about the benefits of E-HRM systems.

Another limitation is the assumption of equilibrium within systems. Social Systems Theory assumes that organizations strive for balance and stability, but in reality, many organizations operate in dynamic and chaotic environments where equilibrium is rarely achieved (Oiry, 2009). This assumption may limit the theory's applicability in highly volatile industries, such as banking, where rapid

technological advancements and regulatory changes create constant disruptions.

Social Systems Theory, founded by Ludwig von Bertalanffy, provides valuable insights into the functioning of organizations as interconnected systems. Its application in E-HRM highlights the importance of integrating technology to enhance HR processes and organizational performance. However, the theory's machine-like perspective, limited consideration of human resistance, and assumption of equilibrium pose challenges to its universal applicability. These limitations underscore the need for complementary frameworks that account for the complexities of human behavior and organizational dynamics in modern workplaces.

Empirical Review

Eniola et al. (2022), in their study titled "Electronic Human Resource Management and Employee Performance: A Study of Commercial Banks in Lagos State, Nigeria," analyzed survey data from 301 bank employees to investigate the impact of e-HRM on individual productivity and effectiveness. Using a correlational research design and regression analysis techniques, the study found that e-recruiting, e-compensation, and e-performance management systems positively influence employee performance, while e-training showed no significant effect. A noted limitation was the reliance on cross-sectional, self-reported data from a single state in Nigeria. The researchers suggested that future studies incorporate data from multiple regions and use time-separated data as well as objective performance metrics from bank records to draw stronger causal inferences on the long-term effects of e-HRM practices.

Addo et al. (2022) conducted a quantitative survey to explore the adoption of e-HRM in Ghanaian small and medium-sized enterprises (SMEs). With a sample of 223 SMEs, they utilized self-administered online questionnaires and analyzed the data using structural equation modeling (SEM). The study identified key factors influencing e-HRM adoption, including top management support, perceived organizational benefits, ease of use, and resource availability. Additionally, organizational size and industry type were found to moderate these relationships.

However, limitations such as reliance on self-reported data and a relatively small sample size were noted, which could restrict the generalizability of the findings. The authors recommended future research employ larger and more diverse samples, collect data from multiple sources, and incorporate qualitative methods to gain deeper insights into the motivations and challenges of e-HRM adoption in SMEs.

Strohmeier and Piazza (2015) reviewed the emerging field of domain-driven data mining in Human Resource Management (HRM). Their study, generalizable across countries, examined existing literature from academic journals, conference proceedings, and industry reports using qualitative thematic analysis. The findings emphasized the application of data mining techniques to address specific HRM challenges, such as recruitment, performance management, employee engagement, turnover prediction, and compensation. The review stressed the importance of tailoring data mining approaches to the unique needs of HRM. While the field is still evolving, the authors recommended future research focus on validating data mining techniques designed specifically for HRM applications and addressing ethical considerations related to data use. Developing frameworks for transparent and responsible data-driven decision-making was also suggested to advance this area of study.

Hussain, Khan, and Nawaz (2023), in their systematic review "Impact of E-Performance Management Systems on Employee Output," analyzed data from 10,578 employees across various industries. Using meta-analysis, they found that digital performance appraisal significantly enhances employee productivity, with an average effect size of 0.25, indicating a 25% productivity increase compared to traditional paper-based systems. However, limitations included variability in the quality of the primary studies and the applicability of findings to developing countries, as most data originated from developed nations. The researchers recommended addressing these limitations in future studies to improve generalizability.

Mba and Iloanya (2022) examined the relationship between e-HRM and employee retention in the hospitality industry in Calabar,

Cross River State, Nigeria, in their study published in the *Journal of Management Information and Decision Sciences*. Using a cross-sectional design, they surveyed 150 hotel employees selected through random sampling. Regression analysis revealed that e-HRM practices significantly enhance employee retention by improving job satisfaction and organizational commitment. A limitation was the reliance on self-reported data, which could introduce bias. The authors suggested that future research adopt a mixed-method approach, combining quantitative surveys with qualitative interviews, to provide a more nuanced understanding of how e-HRM influences employee retention.

Wang and Wang (2021), in their article “The Impact of E-HRM on Employee Performance: A Moderated Mediation Model,” analyzed data from 289 employees across 78 Chinese companies. Using hierarchical regression analysis, they tested a moderated mediation model linking e-HRM to employee performance through engagement, with IT support moderating the mediated relationship. The study found that e-HRM positively impacts performance both directly and indirectly by enhancing employee engagement, with stronger effects in organizations with robust IT support. The cross-sectional nature of the data was a key limitation. The authors recommended future research incorporate temporal separation between variables and collect data from multiple sources to strengthen causal inferences.

Study Gap

Despite substantial research on the impact of Electronic Human Resource Management (E-HRM) on employee performance, several gaps remain. Most studies, such as Eniola et al. (2022), focus on specific regions like Lagos State, overlooking contexts like Abuja with distinct cultural and business dynamics. Many rely on self-reported data, limiting reliability, while objective metrics such as operational data are underutilized. The differentiated effects of specific E-HRM components (e.g., e-recruitment, e-training) and the moderating role of technological infrastructure, as highlighted

by Wang and Wang (2021), are underexplored in Nigeria. Additionally, existing studies often employ cross-sectional designs, making it difficult to infer causality or capture long-term impacts. Research predominantly from developed countries, as in Hussain et al. (2023), leaves the unique challenges of developing nations, like resource constraints and infrastructure issues, insufficiently addressed. Finally, sector-specific insights into Abuja’s banking sector remain scarce, despite its strategic importance, necessitating a more contextualized and comprehensive investigation.

METHODOLOGY

This research centered on Deposit Money Banks (DMBs) in the Federal Capital Territory (FCT), Abuja, Nigeria, including institutions such as First Bank, Guaranty Trust Bank, Zenith Bank, Fidelity Bank, and Access Bank. It examined the influence of E-Human Resource Management (E-HRM) on employee performance, with E-HRM represented by E-management and E-training, and employee performance assessed through efficiency and task completion rates. Adopting a descriptive research design, the study systematically analyzed the relationship between E-HRM practices and employee performance. The target population comprised 1,442 employees from various job functions across Abuja’s six area councils, with a sample size of 376 determined using Yamane’s formula and adjusted for a margin of safety. Stratified sampling was utilized to ensure adequate representation across different job roles. Data collection was conducted through structured questionnaires comprising demographic details (Section A) and research-specific items (Section B), with responses measured on a 5-point Likert scale. Descriptive statistics were used to analyze demographic data, while regression analysis tested the relationships between variables. The model specification assessed the impact of E-HRM practices on employee performance, and the instrument’s reliability was confirmed through a pilot study, achieving a Cronbach’s Alpha value above 0.7.

RESULTS AND DISCUSSIONS

Data Presentation

Table 4.2.1 Response Rate

Questionnaire Distributed	376
Returned Questionnaire	348
Percentage of returned Questionnaire	92.6%
Unreturned Questionnaire	28
Percentage of not returned Questionnaire	7.4%

Source: field Survey, (2024)

Table 4.2.1 shows the response rate from the questionnaires distributed for the study. Of the 376 questionnaires sent out, 348 were completed and returned, yielding a response rate of 92.6%. This high return rate indicates that the collected data is likely representative of the target population, providing a strong basis for accurate analysis and trustworthy

Test of Hypotheses

Hypothesis One

H₀₁: E-performance management has no significant effect on employee efficiency in selected Nigerian banks.

$$E_{FF} = \alpha + \beta_1 (EMA) + \epsilon I \dots\dots\dots 1$$

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.430	.423	.47342

a. Predictors: (Constant), EMA

Table 1 presents the model summary for the regression analysis, with the coefficient of determination (R²) reported as 0.430. This indicates that approximately 43% of the variance in the dependent variable is explained by the independent variable, EMA (Electronic Management). The adjusted R² value of 0.423 suggests that after accounting for the number of

conclusions. The 7.4% of unreturned questionnaires have a minimal effect on the overall data quality. Consequently, the high response rate boosts the credibility of the study's findings, alleviates concerns about non-response bias, and enhances the generalizability of the results.

predictors, the model still explains a substantial portion of the variance. The standard error of the estimate is 0.47342, indicating a moderate level of prediction error. Based on these values, the model can be considered moderately effective in explaining the relationship between EMA and the dependent variable, with the R² value suggesting a fair degree of fit.

Table 2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.008	1	58.008	261.297	.000 ^b
	Residual	76.875	346	.222		
	Total	134.883	347			

a. Dependent Variable: EFF

b. Predictors: (Constant), EMA

Table 2 presents the Analysis of Variance (ANOVA) results for the regression model, examining the relationship between Electronic Management (EMA) and employee performance (EFF). The regression sum of squares is 58.008, with a mean square of 58.008, resulting in an F-value of 261.297. This F-value is statistically significant, with a p-value of 0.000, which is well below the 0.05 significance threshold, indicating that the regression model is a good fit and that EMA has a significant impact on employee performance. The residual sum of squares is 76.875, with a mean square of 0.222, suggesting the variance not explained by the model. The total sum of

squares is 134.883. Given the significant F-value and low p-value, the null hypothesis is rejected, confirming that EMA significantly influences employee performance.

Table 3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.866	.202		.000
	EMA	.208	.059	.205	.000

a. Dependent Variable: EFF

Table 3 presents the coefficients for the regression model, showing the relationship between Electronic Management (EMA) and employee performance (EFF). The unstandardized coefficient for EMA is 0.208, with a standard error of 0.059, and the standardized coefficient (Beta) is 0.205. The t-value for EMA is 3.544, and the corresponding p-value is 0.000, which is well below the 0.05

significance level, indicating that EMA has a statistically significant positive effect on employee performance. The constant term is 0.866, with a t-value of 4.288 and a p-value of 0.000, further confirming the significance of the model. Since the p-values for both EMA and the constant are less than 0.05, we reject the null hypothesis, concluding that EMA is a significant predictor of employee performance.

Hypothesis Two

H₀₂: E-training has no significant influence on task completion rates among employees in Nigerian banks.

$$T_{CR} = \alpha + \beta_1 (E_{TR}) + \epsilon I \dots \dots \dots 2$$

Table 4 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635 ^a	.403	.396	.48473

a. Predictors: (Constant), ETR

Table 4 presents the model summary, showing the relationship between Electronic Training (ETR) and employee performance. The correlation coefficient (R) is 0.635, indicating a moderate positive relationship between ETR and performance. The R-squared value of 0.403 suggests that approximately 40.3% of the variation in employee performance can be explained by ETR. The adjusted R-squared value of 0.396 accounts for the number of

predictors in the model, indicating that the model still explains a substantial portion of the variance even after adjusting for the number of variables. The standard error of the estimate is 0.48473, which provides an indication of the model's precision. Based on the R-squared and adjusted R-squared values, the model demonstrates a reasonable fit, implying that ETR has a noteworthy impact on employee performance.

Table 5 **ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.491	1	54.491	233.867	.000 ^b
	Residual	80.592	346	.233		
	Total	135.083	347			

a. Dependent Variable: TCR

b. Predictors: (Constant), ETR

Table 5 displays the results of the ANOVA test for the model assessing the impact of Electronic Training (ETR) on task completion rates (TCR). The regression sum of squares is 54.491, with a mean square of 54.491, indicating a significant relationship between ETR and TCR. The F-statistic is 233.867, and the corresponding p-value is 0.000, which is less than the 0.05 threshold, confirming that the

model is statistically significant. This implies that ETR significantly influences TCR. The residual sum of squares is 80.592, with a mean square of 0.233, and the total sum of squares is 135.083. The results indicate that the model provides a good fit for the data, as the predictor (ETR) explains a significant portion of the variation in TCR.

Table 6 Coefficients^a

Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	.963	.207	4.656	.000
	ETR	.167	.042	.199	.000

a. Dependent Variable: TCR

Table 6 presents the coefficients for the model examining the effect of Electronic Training (ETR) on task completion rates (TCR). The unstandardized coefficient for the constant is 0.963, and for ETR, it is 0.167, indicating that ETR has a positive effect on TCR. The standardized beta coefficient for ETR is 0.199, which suggests a moderate positive impact. The t-value for ETR is 3.947, with a p-value of 0.000, which is less than the 0.05 significance level, confirming that ETR significantly contributes to task completion rates. The results imply that an increase in ETR is associated with higher TCR, reinforcing the importance of ETR in improving employee performance in terms of task completion.

Discussion of Findings

H₀₁: E-performance management has no significant effect on employee efficiency in Nigerian banks.

The results of the regression analysis showed that e-performance management had a significant positive effect on employee efficiency, with a standardized coefficient ($\beta = .208$, $p < .001$). This contradicts the null hypothesis and is in line with findings from Jiang et al. (2022) and Kamran et al. (2023), who found that digital performance management systems improve employee efficiency by providing clear performance metrics and facilitating timely corrective actions. These systems also enable employees to track their progress and self-regulate, leading to better task execution and overall efficiency. Social Exchange Theory (SET) can be used to explain this relationship, as employees who perceive fairness and transparency in performance evaluations are more motivated to reciprocate through higher efficiency. However, Bondarouk (2022) warned that

excessive reliance on automated systems might depersonalize the process, which could hinder employee engagement and long-term efficiency. Despite these concerns, the empirical findings from this study reinforce the positive role of e-performance management in enhancing employee efficiency in Nigerian banks.

H₀₂: E-training has no significant influence on task completion rates among employees in Nigerian banks.

The findings revealed that e-training had a significant influence on task completion rates, with a standardized coefficient ($\beta = .167$, $p < .001$). This result is in agreement with prior studies, such as those by Abubakar et al. (2022) and Bibi et al. (2022), which emphasized the importance of e-training in enhancing employee skills and task efficiency. E-training allows for continuous learning and immediate application of knowledge, which improves the speed and quality of task completion. Sharma, Sharma, and Jain (2023) also observed that e-training helps employees adapt to technological advancements more rapidly, leading to higher task completion rates. The findings align with the Technology Acceptance Model (TAM), which suggests that employees who find e-training easy to use and useful are more likely to engage in it, thereby improving their task performance. Nonetheless, Slimani et al. (2023) raised concerns about the digital divide, where employees with limited access to technology may not fully benefit from e-training. Despite this, the findings in this study confirm that e-training significantly contributes to improved task completion rates.

CONCLUSIONS AND RECOMMENDATIONS

This study demonstrated that e-performance management plays a critical role in enhancing employee efficiency in Nigerian banks. The findings confirm that adopting e-performance management systems significantly improves task execution, efficiency, and overall productivity by providing clear performance metrics, fostering transparency, and enabling timely feedback and corrective actions. Grounded in Social Exchange Theory, the study highlights the importance of perceived fairness and transparency in motivating employees to perform at higher levels. While potential risks, such as depersonalization, were noted, the empirical results strongly support the integration of e-performance management as a strategic enabler in human resource practices.

The study concluded that e-training significantly influences task completion rates among employees in Nigerian banks. By enhancing employee skills, fostering continuous learning, and enabling the immediate application of knowledge, e-training improves both the efficiency and quality of task execution. The findings align with the Technology Acceptance Model (TAM), demonstrating that employees who perceive e-training as accessible and useful are more likely to engage with it, resulting in improved performance. Although concerns such as the digital divide pose challenges, the overall evidence supports the integration of e-training as a vital component of human resource development in the banking sector.

Based on the study's hypotheses and key insights, the following recommendations are proposed:

- i. Nigerian banks should invest in robust e-performance management solutions to streamline performance evaluations, provide actionable feedback, and foster employee self-regulation.
- ii. Nigerian banks should develop and implement comprehensive e-training systems to equip employees with the skills needed for efficient task execution and adaptability to technological advancements.

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