Electronic Human Resources Management and Organisational Effectiveness of Selected Media Houses in Ibadan Nigeria

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Abstract

This study evaluated the effect of e-HRM dimensions on theorganizational effectiveness of selected media houses in Ibadan, Nigeria.Cross sectional survey research design was adopted for the study. The population of this study consists of all staff three purposively selected media houses and a sample size of 244 was drawn using total enumeration, representing all the staff in the three selected media houses. Simple random sampling technique was employed and well-structured questionnaire was used to gather the data from the sampled respondents. Findings of the study revealed that e-HRM dimensions (e-Recruitment, e-Learning, e- Compensation and e-Performance management) have positive and significant effect on effectiveness in selected media houses in Ibadan Nigeria. (R = 0.933, Adj R^2 = 0.869, P < 0.05).The study concluded that electronic human resource contributes greatly towards organizational effectiveness of selected media houses in Ibadan, Nigeria. The study recommendedthat organizations, especially those in the media sector, should focus on ensuring that their administrators are trained effectively on how to carry out recruitment processes electronically. This eases the stress and inefficiencies in hiring processes.

Keywords: e-HRM, e- Performance Management, Organizational Effectiveness, Media Houses.

1.0 INTRODUCTION

Organizations around the world have seen performance in business as a huge part of progress towards goal achievement. Efforts have been geared towards the provision of the support for the human resources to ensure that their contributions to the general performance of organizations are positive. Despite these efforts, it is observed that there is a performance decline in the conducts that are carried out by different organizations especially in media houses. The advent of modern and digital technologies and their various applications in all facets of life are growing the need for technology to acquire and utilize these new technologies in the workplace environment. The use of these technologies in facilitating human resource management (HRM) function has increased significantly. With an ever-growing and evolving technology in invention era, the big players of the media and communication industry worldwide need to spend more in improving

and standardizing the HR, by adopting the use of IT to carry out HR functions, to further improve performance, to stay afloat in the competitive global market.

Globally the performance of media firms has received attention from researchers and other stakeholders. In the United States, from 2015 to 2020, the Television Production industry has grown amid upheaval in the US media landscape (IBIS, 2021). A decline in cable subscriptions and the emergence of online alternatives have increased competition among industry customers to acquire top content, and this competition has contributed to what critics have dubbed the golden age of TV. Over the five years to 2020, industry revenue is expected to rise an annualized 0.6% to $32.8 billion. In 2020, however, revenue declined by 7.4% due to the COVID-19 (coronavirus) pandemic's adverse effects on the US economy, as well as decline in efficiency and effectiveness level thereby forcing many TV producers to stop production to cut overhead costs. In the UK, media organizations face many encounters different experiences in issues such as globalization, competition, and the digital revolution, which impose on the many challenges to the productivity level of these media firms (Wienclaw, 2019). In 2020, the entertainment and media industry absorbed the historic shock of COVID-19, which toppled long-standing business models, amplified existing trends and forged new opportunities. As the global economy shrinks for the first time since 2009, the US$2.1tn industry is forecast to contract in 2020 by 5.6%. Overall, global consumer revenues (excluding internet access) are forecast to rise at a 2.2% CAGR, as customers can choose from highly competitive bundles of reasonably priced content. But emerging markets will continue to have the highest percentage growth rates, albeit from smaller bases. In overall spending through 2024, Egypt leads the way with growth at 17.3% compounded annually; Nigeria, India and Pakistan also boast double-digit CAGRs.

Globally, the HR profession had to respond to increased competition for globally mobile talents, changes in both workforce attitudes and composition, shifts in the employer/worker relationship and rapid advances in HR technology. New kinds of technical knowledge, skills and abilities would require HR practitioners in future who are flexible and willing to deal with the ever-accelerating pace and often unpredictable changes in the global workplace.In Africa, several conditions have limited the media and communications industry, contributing to issues that affect their organizational performance in general, lack of effectiveness on the part of the human resource, lack of adequate and credible manpower to boost productivity, poor efficiency level and development avenues. In Africa, e-HRM is fairly new, because it is fairly new, its introduction and adoption in organizations are fraught with challenges. The media sectors, despite its status as the producer of critical skills, are perhaps the worst hit. This is attributable to several factors namely funding, management, and poor integration of users. Ngai and Wat (2006) implicate insufficient financial support and difficulty in capturing a lot of paperwork that has been done in the past as typical issues with E-HRM adoption in some organizations in Africa. These issues can be found at the doorstep of the cost of setting up and maintaining the system (the demand for skilled personnel); and lack of application for HR users (Beckers&Bsat, 2002), as well as lack of information technology support (Winarto, 2018).

In Tanzania, the media market reported a 33% performance level in 2019, which was six percentages from 39% of 2018. Numerous African countries are failing in the adoption of electronic system of human resource management which is leaving the African industry behind.Nigeria has traditionally had an extensive and diverse media landscape, and the medium-term potential for growth and development in the sector remains strong. In 2015, the media and

entertainment industry in Nigeria achieved total revenues of $4.8bn, according to data from the London based global professional services firm PwC marking it as the fastest-expanding major market globally.

The Nigerian entertainment and media are dominated by internet revenue, having reached US$4.5 billion 2018, the entertainment and media revenue in Nigeria is expected to rise to 19.3% CAGR, to reach US$10.8 billion in 2023. The success of e-HRM in developed countries has prompted countries in Africa like Nigeria to step up their efforts in the use of technology as a vital business tool. The level in the percentage of organizations that have implemented e-HRM in Nigeria or African countries, in general, may be responsible for the dearth of empirical studies in this area. Several studies (Hosain, 2017; Malkawi 2018; Menka, 2015; Njeje, Chepkilot& Ochieng, 2018), have been carried out in the area of e-HRM and effectiveness in different context and organisations. Malik and Assad ul Mujtaba (2018) and Manju (2017), also carried out a study in the area of e-recruitment and the effectiveness of organisations. However, some gaps in the literature have been identified that necessitated this research. It has been observed that there have been limited studies done with regards to e-HRM and effectiveness in media houses (Hosain, 2017). The Nigerian Media sector has struggled to perform effectively and efficiently, some of the reasons are due to the inability to successfully adopt electronic forms of carrying out human resources dimensions in the sector (Ololube, 2018). Organisations in other geographical contexts have adopted the technology into their core functions especially the HRM, which has made them highly competitive in the global market, unlike in the case of some of the media houses in Nigeria, where the resistance to the transition from basic HRM practice to the electronic form of HRM and other core functions has led to counter-productivity amongst the employees and the organisation as a whole, which has denied them a competitive role in the global market (Malkawi, 2018). On this note, the level of effectiveness has expected from the media houses in Nigeria has been questionable and calls for urgent attention.

Information from the preceding statement above shows that existing studies on e-HRM in media houses are inadequate, in the Nigerian context. The focus of this study is to examine the relationship between electronic human resource management and organizational effectiveness of selected media houses in Ibadan, Nigeria. Knowledge in gap exists on the importance of electronic human resource management and organizational effectiveness (Dialoke&Goddey, 2017; Omran& Anan, 2018). Also, the dearth of empirical studies and the need for better understanding of this subject matter is a reason for carrying out this study. This study will aim to fill the gap on the importance, regarding the application of technology to human resource management and how it influences the performance of an organisation in general.

LITERATURE REVIEW
2.1. Conceptual Review of e-HRM and Organizational Effectiveness
Electronic Human Resources Management
The use of technology in human resource management or human resources management electronically is called e-HRM, meaning the application of information systems or web-based techniques in Human resource-related systems and functions. e-management is significant in its

ability to cope with the qualitative and quantitative growth of IT systems (Manju, 2017). e-HRM is a strong response to the problems and challenges of the 21st century, in which quality and effectiveness must be addressed (Malkawi, 2018). Electronic Human Resource Management is defined as the planning, implementation, and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities (Winarto, 2018). Malkawi, Alraja and Hamadnah (2013) defined Electronic-human resource management as a strategic approach of managing dynamic organisation relating to a technological-based system. They further pointed out that e-HRM is a strategic approach, starts with vision and mission. It stresses the value obtained by the organization through IT capabilities. Malkawi (2018) also defined e-HRM as the process of automating all administrative functions and activities based on all necessary information technology, to achieve the objectives of the new management in reducing paper usage, simplifying procedures, eliminating routine, fast and accurate execution of tasks and transactions.

In the study of Shuai (2016) on electronic management and its impact on the development and improvement of the job, they pointed out that the importance of e-management lies in its ability to deliver efficient, fast, and effective services to individuals, governmental, and non-governmental institutions, and their ability to cope with the tremendous development of information systems and the growing technological revolution.According to Abodohoui (2011), e-HRM is a new field of research that involves both HRM and Management Information Systems (MIS). E-HRM enables HR managers to access information, conduct analysis, make decisions, and communicate with other employees. HR staff members can also control their data (information) through the use of e-HRM (Lengnick-Hall & Moritz, 2003).Many researchers (Bartram, 2006; Gueutal& Stone, 2005; Kavanagh, Thite& Johnson, 2011) have argued that e-HRM systems offer organizations numerous benefits. For example, they enhance HR efficiency, save time, reduce costs, decrease administrative burdens, facilitate HR planning, and allow HR professionals to become strategic or business partners in organizations. (Stone &Dulebohn, 2011). The dimensions of e-HRM to be reviewed in this study are, e-Recruitment, e-Learning, e-Compensation and e-Performance management.

Recruitment function of HRM process has become most exposed to the internet and information technology and many firms now use electronic recruitment (e-recruitment) rather than the conventional method of employee recruitment. Further, candidates are also interested in seeking information about job openings of their desired employers through the internet rather than traditional methods like reading employment columns in the newspapers. When it comes to e-recruitment from company perspective, the two methods that are mainly applied are job boards and corporate websites career section (Kashi, & Zheng, 2013). Job boards refer to the publishing job openings on the web with limited information about the overall company. However, with the second approach company provides candidates with more information about company products and services, company core values, human resource policies, benefits and rewards (Cober, Brown, Blumental, Doverspike, & Levy, 2000). Recruitment processes in which the use of electronic resources, such as the internet is used to achieve and improve the normal outcomes of recruitment by the organisation is known as E-Recruitment. It allows Corporate HR to automate and streamline simple tasks, resulting in more efficient and productive hiring processes. However, even with the advancements of technology, recruitment is still a people business, and because direct people interactions can take a substantial amount of effort and time, processes

supported with online technologies have added automation and efficiencies to the value-chain. That is where online recruitment software technologies excel and where immense value can be derived from them (Holm, 2012).

E-learning is a technique designed to provide learning solutions using technology. Chen, (2008) defined e-learning as combining technology with learning, delivered using telecommunication and information technologies, and a type of training delivered on a computer supporting learning and organizational goals. E-learning can include instructors divided into several categories: purely online, blended, or hybrid. Other forms of e-learning are; led group, self-study, self-study with subject matter expert, web-based, computer-based (CDROM), and video/audiotapes. E-learning can be delivered using print (e-text, eBooks, e-zines), video (streaming video, videotape, satellite transmission, cable), audio (streaming audio, audiotape), reviews and exams (electronic, interactive, paper), and communication (asynchronous, threaded discussions, weblogs, forums) or synchronous-chat (videoconferencing, and teleconferencing).). One reason why there is so much discussion around online learning is that there are many purported benefits and uses of online learning. Some of the most important ones are its effectiveness in educating students, its use as professional development, its cost-effectiveness to combat the rising cost of postsecondary education, credit equivalency at the postsecondary level, and the possibility of providing a world-class education to anyone with a broadband connection (Bartley &Golek, 2004; De la Varre, Keane, & Irvin, 2011; Gratton-Lavoie & Stanley, 2009; Lorenzetti, 2013).Based on their study of previous literature, Allen and Seaman (2011) list down some of the advantages and disadvantages around the adoption of e-learning. The advantages include; time and location flexibility, easy access to a huge amount of information, eliminates barriers of fear, cost-effective, take into consideration the individual learners differences, self-paced learning, helps compensate for scarcities of academic staff, including instructors or teachers as well as facilitators, lab technicians and many more, while the disadvantages include; a sense of remote feeling, isolation when learners are not active, lack of direct interaction with instructors, lack of required skills has an impact on learning and many more.

E-compensation refers to using ICT in designing the compensation and benefits packages for the workforce that assists in ensuring that the salaries are fairly distributed, in tracking the records of an employee benefits package and crucial compensation information (Umar, Yammama&Shaibu, 2020).Compensating employees is associated with the motivation of the workforce of the organisation for better performance. However, what type and mix of compensation strategies to use is a challenge for the organisations. Several studies have demonstrated compensation have a positive impact on the employee's health and workplace safety. It is one of the factors that sought increase employee engagement in the workplace, which is the key element in the work performance among employees (Furtado 2015; Worley, Williams & Lawler 2014; Ong &Teh, 2012). The rationale behind the use of various components of compensation to employees is that motivated employees become satisfied in terms of fulfilling their wants, both financial and non-financial thus demonstrate improved performance. Failure to do so, employees will be tempted to leave the organisation (Azasu, 2017).Compensation includes expenses such as bonuses, profit sharing, overtime and rewards that include monetary and non-monetary rewards such as house rent and car facility against hired services of employees (Wright, Gardner, & Moynihan, 2003).E-compensation systems also allow managers to develop budgets, model the impact of incentive systems and ensure the fairness of salary allocation

decisions. For instance, such systems give managers access to salary data that can be used for budgeting and modelling the costs of incentive systems with different components (profit sharing, merit increases, stock options).

Performance management like other functions of HRM have been extensively automated, a transformation that has the potential to effectively integrate a firm's HR functions in ways that is difficult to achieve without the aid of computing, automation and web-based technologies (Kavanagh, Thite, & Johnson, 2015).Bondarouk, Parry, and Furtmueller (2017) suggest that adoption factors for any particular application of e-HRM, including e-performance management and e-compensation systems, include three broad categories: people factors, technology factors, and organisational factors.Benefits of e-performance management systems cannot be overemphasized. Electronic performance management practice allows a company to use one rating system for all employees, putting all the forms into the main database that allows the business to rank or cross-reference employees.However, Electronic performance management dimensions are impersonal, especially if the employee receives the results on her computer with no face-to-face explanation from a supervisor. Without this personal interaction, a critical rating can seem much worse than the reviewer intended, or a serious problem might not come across that way to an employee. Electronic performance management systems leave a paper trail that can be subpoenaed if there's a lawsuit, and if company files are hacked, the possible resultant data-sharing could lead to an invasion of privacy and create liability for the company that administered and kept them.

OrganizationalEffectiveness

Organisational effectiveness is a means towards the attainment of organisational goals and the degree to which objectives are achieved. Effectiveness according to Daft (1998); Ololube (2018); Moon (2004); Vasudevan (2014); Malik, Ghafoor and Sir (2011) is a broad concept that is difficult to measure in organisations. It takes into account a wide range of variables at both the organisational and departmental levels. To them, organisations are large, diverse and fragmented and tend to perform many activities simultaneously with various outcomes (Weick & Daft, 1984), and therefore need to be effective to cope with the above challenges. Organisational effectiveness measures how successful organisations achieve their missions through their core strategies. It is concerned with the unique capabilities that organisations develop to assure their success (Amah, 2012).The study of Akpa, Makinde and Ismail (2021) expressed organisational effectiveness as a test of how good companies use their key approaches to accomplish their missions.

Ho, Ahmad and Ramayah (2016) viewed organisational effectiveness as the efficiency with which an association can meet its objectives. This means an organisation that produces the desired effect or an organisation that is productive without waste. It is about each individual doing everything they know how to do and doing it well. He stated further that organisational effectiveness is the capacity of an organisation to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect in this context will depend on the goals of the organisation like profit-making through the production and sale of a product. The main measure of organisational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability (Furtado, 2015). Additional measures might include growth data and the results of customer satisfaction surveys. Organisations that are highly effective exhibit strengths across five key areas of leadership, decision making and structure, people, work processes and systems,

and culture. Organisational effectiveness measures the big-picture performance of a business, across a broad range of predetermined criteria. Long-term planning, internal structure, financial performance, and adherence to core values may be regarded as critical components in the understanding of organisational effectiveness.

Organisational effectiveness brings about employees' alignment and engagement with an organization's goals and gives managers broader insight. This creates a culture of continuous improvement, with employees operating effectively all the time. It helps create leaders across the organisation as it empowers managers to act as leaders. Above all, it enhances performance management as managers ask for feedback and receive the same regularly. A major disadvantage of organisational effectiveness is that effectiveness has no single measure and there can be different indicators of effectiveness in an organisation. Another disadvantage is the emphasis is on organisational goal attainment at the expense of every other thing including other stakeholders' interests.The adoption of e-HRM dimension, therefore, is very vital in organisational effectiveness. Organizational effectiveness and organizational efficiency are being used interchangeably in the literature, however, both concepts are different. Idris and Alegbeleye (2015) referred to organizational effectiveness as being associated with the human aspects of activities within the organisation and as the capacity of employees to meet their set targets within a stipulated time. On the other hand, organisational efficiency refers to the judicious use of organizational resources to maximize productivity and profitability. The relationship between the independent variable and dependent variable is conceptualized below.
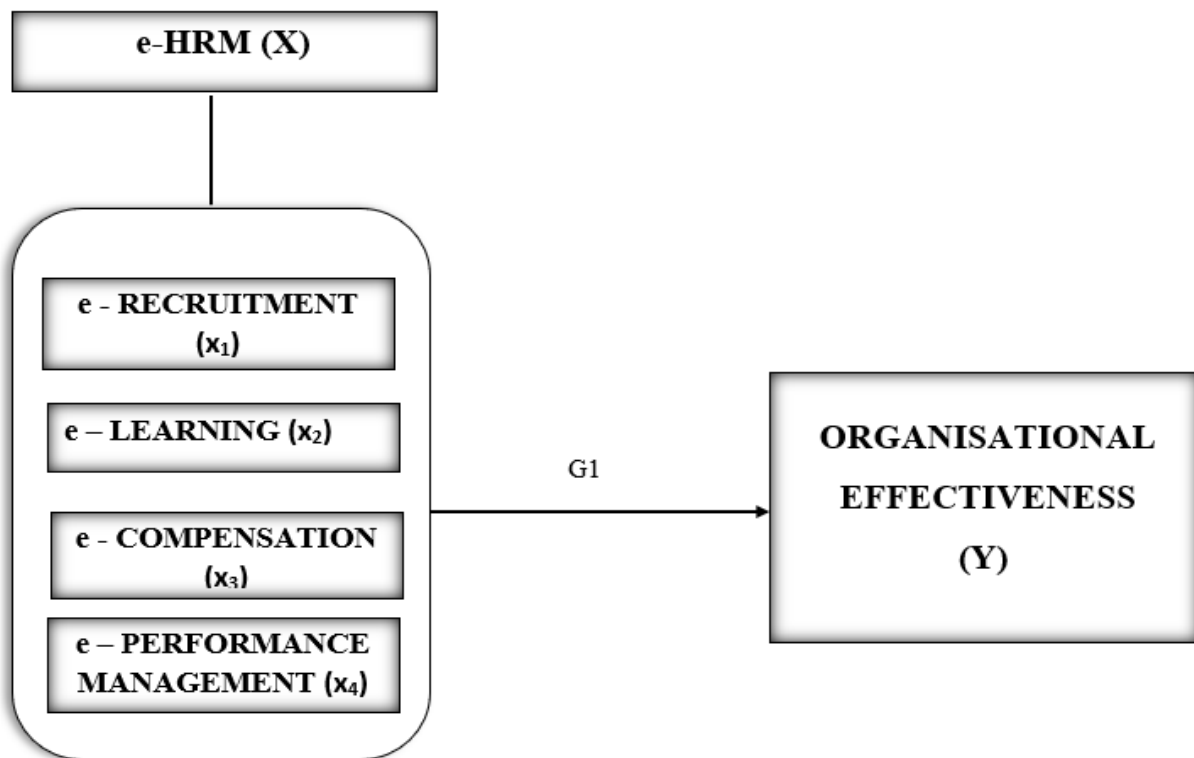

Figure 2.1   Author`s Conceptual Model

2.2. Theoretical Underpinning

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The theory adopted for this study was based on the diffusions of innovation theory.The concept of diffusion was first studied by French socialist Grabiel Tarde in late 19th century and by German and Australian anthropologists and geographers such as Friedrich Ratzel and Leo Frobenius. This theory was popularized by Everett Rogers in his book (Diffusion of Innovations). The book was first published in 1962 and is now in its fifth edition (2003). Rogers argues that diffusion is the process by which an innovation is communicated over time among the participants in a social system. The origins of the diffusion of innovations theory are varied and span multiple disciplines. Rogers proposed that four main elements influence the spread of a new idea. These consists of; the innovation itself, communication channels, time, and a social system. This process relies heavily on human capital. The innovation must be widely adopted to self-sustain. Within the rate of adoption, there is a point at which an innovation reaches critical mass. Diffusion manifests itself in different ways and is highly subject to the type of adopters and innovation-decision process. The criterion for the adopter categorization is innovativeness, defined as the degree to which an individual adopts a new idea. Adoption is an individual process detailing the series of stages one undergoes from first hearing about a product to finally adopting it. Diffusion signifies a group phenomenon, which suggests how innovation spreads. Innovations are often adopted by organisations through two types of innovation-decisions: collective innovation decisions and authority innovation decisions.Martin Ron &Sunley (2006) was one of the first scholars arguing that the diffusion of innovation theory is a promising yet neglected perspective in the study of the process by which e-HRM innovations spread across and within an organisation. Following the same line of reasoning, this theory has been applied to the adoption of e-HRM in several studies (Florkowski& Olivas-Lujan, 2006; Olivas-Lujan &Florkowski, 2008; Lua & Hooper, 2008). The DOI theory represents an interesting theoretical foundation on which to explore the process of e-HRM technology spreading within organisations. Therefore, the DOI theory provides valuable insight into the analysis of both e-HRM adoption and usage to the better of Organisational performance in an organization.

Since this endeavor focuses on the factors of e-HRM adoption, the work of Rogers (2003) naturally offers itself as a theoretical foundation. Already back in 1962, the author sought to understand the process of the spreading of new ideas through social entities. Today, in the now 5th edition of his extensive book Diffusion of Innovations, Rogers (2003) defines the diffusion of innovations as the process in which an innovation is communicated through certain channels over time among the members of a social system. However, the starting point of the author's theory is not the diffusion of innovations, but the adoption of innovations by individuals within the range of five stages, namely knowledge, persuasion, decision, implementation and confirmation. The theory couples the independent variable (E-HRM) with the dependent variable (Organisational performance). The implementation of the theory provides guidelines for enhancing organizational performance by improving the current mediums of carrying out HR dimensions which then could enhance the organization's performance, effectiveness, productivity and satisfaction.During the five stages, the characteristics of the innovation influence the likelihood of its adoption. The five characteristics are relative advantage, compatibility, complexity, trialability and observability. Relative advantage is the degree to which an innovation is perceived as being better than the idea it supersedes (Rogers, 2003). Compatibility is the degree to which an innovation is perceived as consistent with the existing values, past experiences, and needs of potential adopters (Rogers, 2003). Complexity is the degree to which an innovation is perceived as relatively difficult to understand and use (Rogers,

2003). Trialability is the degree to which an innovation may be experimented with on a limited basis (Rogers, 2003). Last, observability is the degree to which the results of an innovation are visible to others (Rogers, 2003).

METHODOLOGY

Cross sectional survey research design was adopted for the study. This research design is suitable because it involves the collection of data from a given sample of the population only once and at a different location and it captures a specific point in time. The population of this study consists of employees in three selected media and communication houses in Ibadan Oyo State, Nigeria which were chosen from National Broadcasting Corporation (NBC, 2020). The media houses were selected from the NBC list of media and communication firms and the target population was 244 staff. The chosen media houses for the study were; The Nigerian Tribune, Splash 105.5 FM, and Fresh 105.9 FM. These media houses were purposively selected. They were selected because they were involved in proper human resource activities. The total enumeration method was used in the analysis because the population size is not too large. For this analysis, a total of 244 employees in the three selected media houses were used. There was no sampling. One of the key advantages of this approach is that it allows the researcher to prevent sampling errors because all members of the population are included in the sample. Primary data was adopted for this research. The primary data was adopted with the aid of a questionnaire. The study made use of an adapted structured questionnaire which reflected the study objectives and questions. The reason for choosing this is because of its direct response, feedback and literacy level of proposed respondents.Research instrument was validated and the data gathered was analyzed using descriptive statistics, multiple linear regression was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23 software to test the hypotheses.

RESULTS AND DISCUSSION

The entire administered questionnaires were not returned. However, up to 90% were retrievable and were used for further analysis. The single formulated hypothesis was tested with multiple regressions as stated below:

H_{01}:e-HRM dimensions (e-recruitment, e-learning, e-compensation and e-performance management) have no significant effect on effectiveness in selected media houses in Ibadan Oyo State, Nigeria.

Table 4.1: Multiple Regression Results of the effect of e-HRM dimensions on Effectiveness

Model	B	T	$Sig.$	$Adj. R^2$	$F_{(4, 237)}$	F(Sig.)
(Constant)	4.787	6.360	0.000	0.869	400.298	0.000
E-recruitment	-0.040	-0.665	0.507			
E-learning	0.234	3.962	0.000			
E-compensation	0.088	1.783	0.076			

E-performance management	0.531	9.260	0.000			

Source: Field Survey Result (2021)

Dependent Variable: Effectiveness

Predictors: (Constants), e-Recruitment, e-Learning, e-Compensation and e-Performance management.

Table 4.1 shows the result of a regression test to establish the effect of e-HRM dimensions (e-Recruitment, e-Learning, e-Compensation and e-Performance management) on effectiveness in selected media houses in Ibadan Oyo State, Nigeria. The results obtained for this analysis include (R = 0.933, P < 0.05). The adjusted AdR^2 shows the precise effect of e-HRM variables on effectiveness after taking into account the each of variables and making adjustments to eliminate discrepancies. The value is given as 0.869 which implies that e-HRM variables had an adjusted combine effect of 86.9% on effectiveness in the selected media houses in Ibadan. It shows the extent to which e-HRM variables combine to account for the variance of changes in effectiveness of selected media houses in Ibadan. According to the regression equation established, holding all factors (e-Recruitment, e-Learning, e- Compensation and e-Performance management) at constant at zero, the rate of effectiveness of selected media houses will be 4.787. The a priori expectation was that the variables of contextual measures will have a significant effect on effectiveness. The Table further reveals that the coefficients of the regression model designed to investigate the effect of e-HRM dimensions measures are provided. From the results, e-Learning, and e-Performance management contribute significantly to effectiveness, while e-Compensation and e-Recruitment does not. The results show the unstandardized coefficients of e-compensation [β = 0.088, p = 0.076] have a positive and insignificant effect on effectiveness $p > 0.05$ also, e-recruitment [β = -0.040, p = 0.507] have a negative and insignificant as $p > 0.05$. While e-learning [β = 0.234, p = 0.000], and e-performance management [β = 0.531, p = 0.000] have positive and are all statistically significant. This thus, implies that a unit increase in e-recruitment will have a 4.0% decrease in effectiveness, a unit increase in e-learning will have a 23.4% increase in effectiveness, a unit increase in e-compensation will have a 8.8% increase in effectiveness, while a unit increase in e-performance management will have a 53.1% increase in effectiveness.

The test of hypothesis one reveals that e-HRM dimensions had a positive and significant effect on effectiveness in selected media houses in Ibadan Oyo State, Nigeria.In terms of concept, e-HRM is defined as the planning, implementation, and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. The result of this study is in line with the study of Iwu, (2016). However, despite the positive notion of e-HRM towards effectiveness, supervisors, underrepresented groups such as ethnic minorities, and older employees perceive that e-HRM harms the effectiveness of the HR. Employees with a higher level of work experience and payment grade believe that E-HRM leads to more effectiveness. This finding strengthens the findings of Nikour (2012) that the adoption of the electronic practice of recruitment and selection processes has a negative influence on the effectiveness of the HR workforce through mediations of the HR work efficiency. However it negates the submission from Winarto(2018). To further link this study result with existing findings in knowledge, Islam (2016) researched e-HRM and its significant effect on the core functions of the HR department. According to his study, the organizations tested were said to have attained a significant level of an upgrade after the

organisation adopted the electronic options in their recruitment and selection procedures. Hence this study aligns with that of Islam (2016). However, the results of Huub, Kuwait & Van der Velde (2016) negatethis study outcome. Though, Sultana & Sultana, (2017), findings have revealed that e-recruitment is effective regarding speed, cost, time, and accessibility, reducing workload, reaching a large pool of candidates, meeting stated requirements and more.

CONCLUSION AND RECOMMENDATION

The study analyzed the effect of e-HRM dimensions (e-Recruitment, e-Learning, e-Compensation and e- Performance management) on organizational performance of selected media houses in Ibadan, Nigeria. The result provided both empirical and statistical evidences. The study gave direction on how e-HRM affects the performance of media houses in Nigeria. The study and its findings are in sync with the provisions of the diffusion of innovation theory. It highlights the understanding that organizational performance improvement in terms of effectiveness, productivity, efficiency and profitability can only be possible if organizations adopt new ideas and become more oriented in looking for the best possible ways to keep the employees engaged in new technologies to improve their performance level. The findings further confirm that e-HRM if properly utilized in media firms, it willbe critical and instrumental in enhancing performance, effectiveness, efficiency and productivity in media houses. These findings thus have positive implications, for management practices, industry, society and government.Based on the findings, the following recommendations are offered:

I. Organizations', especially media sector should focus on ensuring that their administrators are trained effectively on how to carry out recruitment processes electronically. This eases the stress and inefficiencies in hiring processes. There is a need for organizations to invest in e-recruitment processes. They need to give room and availability for prospective employees to apply electronically, and also for the hiring team that is, the human Resource department can shortlist and carry out selection process with the aid of software's such as Rooster applicant tracking system.

II. The need to put efforts and encourage learning while working cannot be understated. The media houses should encourage their staff to keep learning and gathering skills and knowledge in ways that will not alter their dedication and attention to their job. E-learning is a productive investment that should be considered in the media sector, looking at the fact that most of the workers spend more time at work.

III. E-compensation is a very important process for organizations. It's is necessary for media houses to invest in e-compensation practices as they bring equity to the agenda for the employees and they are cost effective for the employers. Hence, psychological issues like perception of fairness in employees who intensify their attitude toward the job must be adequately motivated. There is a need to convince such employees that they are fairly compensated.

IV. E-performance management system software's are important software applications designed to help managers in the appropriate job profiles and to create relevant objectives that align with the company's mission. It is therefore imperative that the management of media houses need to invest in the digital practice. Theymust measure organizational

results and how profitability is attained at the long run. Some softwarethat can be used for these include workday, people soft-Oracle which digitally tracks all activities thereby, allowing the organizations attain profitability.

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