

Employer's Attitude Towards E-Human Resource Management Adoption: Research On Higher Educational Institutions In Sokoto State, Nigeria.

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Abstract:

This paper seeks to examine empirically the antecedents of e-human resource management (e-HRM) intention and adoption in higher institutions of learning in Sokoto state as it affects decision making by applying technology adoption model (TAM). The respondents comprise of all the members of staff of Usmanu Danfodiyo University Sokoto and Sokoto state polytechnic Sokoto. A questionnaire was designed to extract into the owner's perception on perceived usefulness of e-HRM, perceived ease of use, the workers attitude, the behavioral intention and adoption of the e human resource itself. Several hypothesized relationships were tested. The data was analyzed using structural equation modeling (SEM) to test the relationship among the variables. The findings support the TAM theory and virtually all the hypothesized relationships were proven as alternative hypotheses. The findings are discussed in the context of e- human resource intention and adoption in higher institutions of learning in Sokoto state, Nigeria.

Keywords: *E-HRM, Perceived Ease of Use, Attitude, Behavioral Intention and Perceived Usefulness*

1.1 Introduction

Since the very early works on the intersection between web-based technologies and human resource management (for an overview, see DeSanctis 1986), a number of definitions have been proposed regarding the phenomenon that later was called e-HRM. e-HRM was interchangeably coined with HR Information System (HRIS), virtual HR (M), web-based HRM, intranet-based HRM. Miguel et al. (2007) opined that the terms e-HR [2] or e-HRM was brought to fore in the late 1990s when "e-commerce" was far-reaching the business world. The terms B2E (business-to-employee) and "Virtual HR." are at times interchangeably used to mean e-HRM (Lepak & Snell, 1998). The concept of e-HRM how ever depicts an act of technology application of any sort that permits managers and employees as well to have direct way in to HR and other workplace services for communication, performance, reporting, team management, knowledge management, and learning together with other administrative applications (Watson, 2002, Strohmeier, 2007). The scholastic interest in e-HRM has increased, as several special issues of HR-related journals demonstrate (Stanton & Coovert, 2004; Townsend & Bennett, 2003; Viswesvaran, 2003). In the interim, there is an initial body of empirical research in e-HRM. However, since this research stems from several disciplines and is scattered throughout numerous journals and since initial reviews are not encompassing (Anderson, 2003; Lievens & Harris 2003; Welsh, Wanberg, Brown, & Simmering, 2003), the results of these studies remain unclear at present. This particular research tries to ascertain intention and adoption of e- human resource in higher institutions of learning in Sokoto state, Nigeria.

1.2 Literature

e-HRM could as well be defined as the administrative hold up of the HR function in organizations through the use of the internet technology however, this definition Voermans and Veldhoven (2007) added, only includes the technology factor in e-HRM. e-HRM is also a way of implementing HRM strategies, policies and practices in organizations in the course of a mindful and directed support of web-technology-

based channels. e-HRM, therefore, as clearly outlined by Rue'l et al. (2002, 2004) is a concept – a way of exercising responsibility which alters the nature of HRM strategies, policies and practices, as suggested. This indeed becomes an upshot that turn out to be apparent over time and which is very intricate and tasking to manage.

e-HRM Practices Across Industries.

e-HRM practices across sectors and industries, started prior to scholastic explorations in e-HRM. Maatman (2006) opinionated that assurances of the purveyors of e-HRM technology cannot be said to be squarely achieved and the nest egg to be made in e-HRM are still enthralling, Lengnick-Hall and Moritz (2003) still believe that it has the potential to affect both efficiency and effectiveness scientific in terms of organizational decisions. Similarly, many researches in the area pointed out that beyond doubt, e-HRM adoption is in evitable as it has become evident in the desires of profit and nonprofit oriented firms and institutions of learning to increase efficiency, reduce paperwork, increase data accuracy, downsize HR staff, swell effectiveness, improve the capabilities of both managers and employees alike to make better, and cost effective decisions among other things. Even though the realization of e-HRM in profit driven industries ought to fit well with strategic organizational needs vis-à-vis personnel in general and HR redesign in specific, as many scholars proffer, the level of fitness cannot be generalized however, Gardner et al., (2003) & Fletcher, (2005) believe managers should be very strategic in taking into account critical HR issues when analyzing acceptance of e-HRM systems.

In a related development, Shaba (2000) argues that technology in general has not only enhanced knowledge storing methods and learning techniques but also acted as a catalyst to combat inefficient HR practices and some notable barriers of inflexible organizational structures. Consequent upon the foregoing argument, it could be said that to fully experience the benefits of technological advancements in higher education, such as e-HRM and e Learning, universities and higher institutions

must have flexible organizational structures. It has been established that the structure of today's universities must be dynamic and 'changeable' to be able to integrate distance learning courses since those institutions that will not or cannot change their structure to incorporate this technology may be bypassed by other educational providers, such as virtual universities and independent educational services (Scott, 2000). It has been extensively contended by scholars (Darling, 2002; Shaba, 2000) that, sufficient acceptance of e-HRM methods in higher educational institutions will construct broader outcome regarding organizational structure. And negative implication as Volery, (2000) portrays, will surface if higher institutions of learning do not cuddle the technology of e-HRM as a result of being left behind in the quest for effective decision making and technological development.

The self-motivated, user-friendly interface of the Internet as we know it today, is a multi-layer global network system that connects hundreds of millions of people and machines. This large system is comprised of multiple local and global networks serving private, public, business, academic and government purposes, which allows for the exchange of data between more than a hundred Internet-linked countries worldwide, has brought with it a heightened implementation and application of electronic Human Resource Management, e-HRM. Consequently Strohmeier (2007) added that academic interest in e-HRM has increased, as evidenced in several special issues of HR-related journals. Wright and Dyer (2000), pointed out that, the fact that e-business is emerging, and hence HR and HR professionals are faced with the challenge of performing in ways that are in line with the business. In the contemporary world of today, the line of demarcation between business and public organizations is becoming thin and gradually fading, in some places, the difference only remains on paper, so virtually the challenges faced by both the organizations are to some extent similar.

It has been enlightened that E-HRM and HRIS (Human resource information system) are two different concepts the latter concerns only the ICT systems used within HR departments and the former is in essence the devolution of HR functions to management and employees who access these functions typically via intranet or other web-technology channels (Ruel et al, 2004; CIPD, 2007). The empowerment of managers and employees to perform certain chosen HR functions relieves the HR department of these tasks, allowing HR staff to focus less on the operational and more on the strategic elements of HR, thereby allowing organizations to down size or right size as the case may be the HR department staffing levels and subsequently, the administrative burden is lightened. The concept of e-HRM can simply be construed to mean a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels (Ruël et al., 2006).

Rediscovering opportunities through e- HRM

Though there is no one universally acceptable way on how e- HRM can support HR activities in higher institutions of learning, one thing remains certain that it does help and support in different manners (Maatman, 2006). This however

could increase the insights in how the e-HRM technology is used within the higher institutions of learning. The typology ought to enable the institutions to look for opportunities for technology support of e-HRM activities or even benchmark their technology with alternative technologies. The first form of e-HRM as portrayed by Legnick-Hall & Moritz; (2003) is simply publishing information which involves one-way communication from the organization to employees or managers through web-based channels. The second higher-level form of e-HRM however engrosses the automation of connections, workflow, and even supply-chain integration where formalities are replaced by means of electronic input. As a result of that Managers and employees can access databases, update information, search for needed information, and make decisions. The third and highest-level of e-HRM involves the transformation of the entire HR system from the traditionally ill functioned HR that is bugged with rules and procedures to a more robust and sophisticated e-HRM.

A survey by Overman (1992) revealed that the would-be advantages of e-HRM are faster information processing, greater information accuracy, improved planning and program development which invariably enhance employee communications. Viewed from another dimension, some researchers, establish that the use of e-HRM would reduce HR costs by automating information and reducing the number of HR employees; by helping employees to manage their own personal information; and by allowing managers to access relevant information and data, conducts analyses, make decisions, and communicate with others without consulting an HR professional (Awazu & Desouza, 2003;Ball,2001). In an ideal world, the use of e-HRM, means less people should be needed to perform administrative tasks and more time would be made available for HR managers to assist at strategic level. Brown, (2002) envisages that the future is bright for e-HRM as it creates new paths for human resources and for the organizations that effectively use it.

In a similar argument, it has been portrayed that E-HRM technology provides a portal which enables managers, employees, and HR professionals to view, extract, or alter information which they (the managers) consider necessary for managing their organizations Lengenick-Hall & Moritz, 2003).

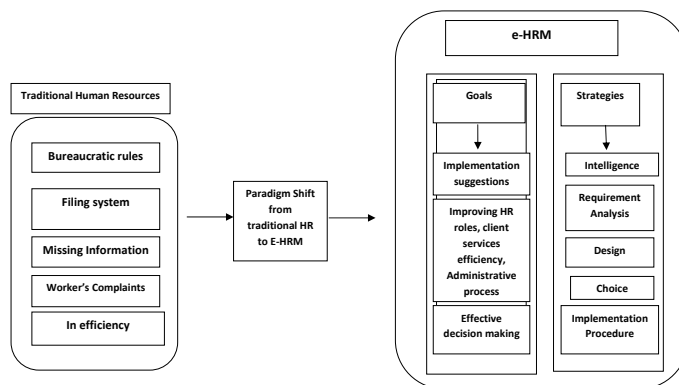
One of the smartest ways to speed up and streamline the recruitment process is use of technology which is likely to be a key area of focus in the hunt for talent in the competitive world of today, and the internet will continue to be the main tech driver related to recruitment in the years to come. The practice e-HRM becomes fashionable recently, as online recruitment is one of its most widely discussed functions. Online recruitment as Galanaki, (2002) pointed out, refers to an act of posting vacancies on the corporate web site or on an online recruitment vendors website, to allow applicants to send their resumes electronically via e-mail or in some electronic format. In line with Galanaki's opinion, Panayotopoulou et al., (2007) added that the use of technology also simplifies the sorting and contacting of candidates. The internet can ease the selection of employees, especially where long distances are involved. Video conferencing and online tests, for example,

have been extensively used at the early stages of the selection process and can achieve spectacular cost and time savings.

In the area of training and development, the internet has become one of the mostly discussed aspects of HR technology and probably the one with the most potential in terms of cost benefit analysis. The internet helps in assessing the training needs and in pure e-learning activity and in career management as well (Panayotopoulou et al., 2007). E-learning technology continues to build up and become better incorporated into overall tech-based human capital management systems. Another tech-related area in the training field that comes into sight to be undergoing strong growth is perhaps the use of simulations. These learning simulations help lessen the need to use the actual application environment and in this way save costs (Schramm, 2008). e-HRM functionally nowadays as enlisted Ngai & Wat (2006) includes corporate communication, recruitment, selection, training, employee opinion survey, compensation, payroll services and employee verification as well as general information. Holincheck et al. (2007) ably distinguished among administrative applications, talent management applications, work force management applications, service delivery applications and workforce analysis and / or decision support applications. This perhaps signifies that a shift has been made from labor- intensive HRM to technology intensive HR - e-HRM (Florkowski & Olivias-Luja'n, 2006). Kovach et al. (2002, p, 46) consider getting the staff to adopt and adapt to a new system, which is actually a new business process for them to be the most important obscurity when an e-HRM is implemented.

From another perspective, there are mainly two concepts with e-HRM, first strategies and another one is e-HRM goals. By means of strategy (like Intelligence, Requirement analysis, Design, Choice and Implementation Procedure) e-HRM goals become realizable. Here the role of intelligence is that it helps to identify and spot any problem or opportunity and gather data related to that problem as well as creates new ones and stores relationships to other total, part, abstract and concrete concepts. The Requirement analysis analyzes all the assignments & available human resources that are required in the organization, it involves analysis of how a job is accomplished, including a detailed description of both manual and mental activities, task and element durations, task frequency, task allocation, task complexity, environmental conditions, equipments needed, and any other unique factors involved. The Design segment devises all alternative outcomes including the area of human experience, skill and knowledge. An art of choice represents a process of choosing the best option from a range of alternatives which could be very limited at times. Choice in fact requires a conscious reasoning being it an act of mental capacity. The last stage which is the implementation Procedure suggests to the organizational management the best alternative that emerges out of a very careful screening which its adoption is expected to bring with it an effective decision making.

A Paradigm shift model from Traditional HR to e-HRM



The above model was adapted (with some modifications) from Kumar's (2010) our concern in this paper is just to show the prospects of a paradigm shift from the traditional human resource management to e-HRM. It is shown that in the model above in case of the traditional HRM, there are no any tools through which HRM can take any decision. There is an indication of bugged bureaucratized rules and procedures traditional filling system which is accustomed to missing of information and a lot of complaints which invariably leads to in efficiency and in effective performance.

Technology Acceptance Model

The Technology Acceptance Model was specifically developed with the primary aim of identifying the determinants involved in computer acceptance in general; secondly, to examine a variety of information technology usage behaviors; and thirdly, to provide a parsimonious theoretical explanatory model (Davis, Bagozzi, & Warshaw, 1989). It is rooted in social psychology and draws on Fishbein's and Ajzen's reasoned action model (1975), which establishes that the intent to produce a behavior depends on two basic determinants: attitude toward behavior and subjective norms. Subjective norms refer to the reasons for producing a certain behavior or not and make the link between the latter and an expected result, whereas attitude toward behavior refers to the positive or negative value the individual associates to the fact of producing the behavior.

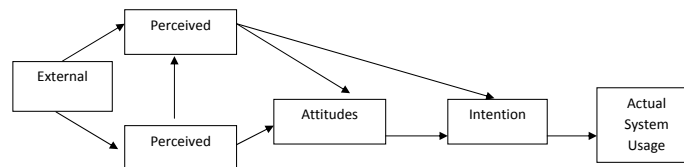


Figure 1: Technology Acceptance Model

TAM is one of the most prominent models widely used in the studies of the determinant of Technology acceptance. Many previous studies have adopted and expanded this model which was empirically proven to have high validity (Chau, 1996; Davis, 1989; Mathieson, 1991; Adams, Nelson & Todd, 1992; Segars & Grover, 1993; Igbaria, 1992, 1995; Igbaria, Zinatelli, Cragg & Cavaye, 1997; Jantan, Ramayah & Chin, 2001; Koay, 2002, Ramayah, Siron, Dahlan & Mohamad, 2002).

TAM theorizes that an individual's behavioral intention to adopt a system is mainly influenced by two beliefs, perceived usefulness and perceived ease of use. Perceived usefulness is the degree to which an individual believes that using a particular method and or procedure would enhance his or her productive ability while perceived ease of use means the degree at which an individual believes that using a particular system would be free of effort reduces stress and simply put, saves energy (Davis, 1989). Between these two as further clarified, perceived ease of use has a direct bearing on both perceived usefulness and technology usage (Adams et al., 1992; Davis, 1989).

TAM has been often used successfully by many researchers to predict behavioral intent towards the use of information technology (Ramayah & Jantan, 2003; Ramayah, Sarkawi & Lam, 2003; Legris, Ingham, & Colletette, 2002). Unlike the TRA, Davis et al. (1989) and Chau and Hu (2001) argued that the subjective norm did not directly influence behavioral intent, and as the result, it was not included into their TAM. Nevertheless, Brown et al. (2002) and Venkatesh and Davis (2000) believe otherwise that the subjective norm does significantly influence behavioral intention. In the work of Ilham et al (2011), it has also been pointed out that the model establishes partial mediating effects of intention on the relationship between exogenous variables and internet adoptions.

TAM in this paper specifies causal linkages between two key sets of constructs: (1) Perceived Usefulness (PU) and Perceived Ease of Use (PEU), and (2) user's attitude (AT), behavioral intentions (BI) and actual computer usage behavior. While PU is defined as the user's slanted probability that using a specific application system will boost his or her job performance within an organizational context as Warshaw and Davis, 1985 declared, PEU refers to the degree to which the user expects the target system to be stress free and energy saving. Both PU and PEU predict attitude towards using the system, defined as the user's desirability of his or her using the system.

Information Based Model:

Ostermann et al. (2009) adopt a holistic and integrative perspective where current empirical evidences as well as guiding principles of process management and strategy implementation are integrated into overall information- based model of benchmarking HRIS functionalities. In this outlook, along with the development of more complex HR practices and the upsurge of companywide HR portals based on Web technologies, HRIS is regarded as a key factor for providing a spirited advantages for an organization in today's ever-changing, fast paced, global business environment (Beckers et al. 2002). The information based model integrates the HRIS' performance drivers (environment maturity, back office / requirements, front office impact) as well as its fundamental tasks into a systematic model (Puxty, 1993) representing a holistic approach to monitor an HRIS functionality. This approach serves as framework for HRIS benchmarking based on the integrity of generated HR information in terms of its supports to specific business functions. Snell, Stueber and Iepak (2002) believe that HR can stand the test of time by

meeting the challenge of simultaneously becoming more strategic, flexible, cost-efficient and customer oriented by using information technology. They point out that it has the requisite potential to cut low administrative costs, enhance productivity, speed response times, improve decision-making and improve customer service as well. The need therefore for cost reduction, improved quality service and cultural change are the three main forces that have motivated organizations to hunt for IT-driven HR solutions (Yeung & Brockbank 1995). It has been empirically evidenced that more and more companies use an HRIS, to aggressively support both their HR management and their business management (Shrivastava & Shaw, 2004; Hussain et al., 2006; Iepak et al., 2007). An HRIS has been majorly explained as the system to acquire, store, manipulate, analyze, retrieve on demand and distribute pertinent information regarding an organization's human resources (Tannenbaum, 1990).

1.3 Problem Formulation

Several decades ago, the debate on effective human resource management system and its requirements has provided a momentum for new approaches to public sector management reforms. Even though a lot of changes have taken place aimed at tackling some of the worst forms of governance abuses and failures in the developing countries and Nigeria, ranging from the bespoke nature of rule in which key political actors exercise unlimited power; to systemic clientelism; to abuse of State resources and institutionalization of corruption; to rock-hard government; to the breakdown of the public realm; to the lack of designation of power and the lack of confidence in governance and government of the masses (Hyden, 1992; 2000, Bratton & van de Walle, 1992). But, this paper wants to argue that little has been done with regards the internal factors that are so challenging in the context of organizations. And it is indeed the aggregate performance of organizations that is translated into state performance. The challenges are becoming enormous every day and the efficiency and effectiveness of traditional Human Resource management is further threatened and exposed to the risk of failure (Gildea, 2010). In today's highly competitive world, where boundaries are tight and competition for market share is stiff, organization heads should stop asking why their organizations are underperforming. Why are they always struggling to survive the challenges of the environment? Why records are missing or tampered with? Why employees are often complaining and revolting against the management policies? And etc. Effective Human Resource management, with prominence on accountability and responsiveness to customer needs, has been seen as a segment of good governance by International agencies supporting reforms in developing countries. According to the World Bank, (1989; 1992) good governance consists of a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to the public. The sudden growth of the Internet in the recent years has also boosted the execution and relevance of electronic Human Resource Management (e-HRM). Surveys conducted by HR consultants established that virtually all the organizations adopting e-HRM are continually improving (Cedar Crestone, 2005). Similarly, a growing number of reports point out that e-HRM is becoming increasingly universal and may lead to remarkable changes. Accordingly,

as Strohmeier (2007) argued, academic interest in e-HRM has increased thus several works in HR-related journals keep appreciating (Stanton & Covert, 2004; Townsend & Bennett, 2003; Viswesvaran, 2003). This perhaps informs the problem statement in the latter section. Despite the growing interest in e-HRM in developed countries, there are very few studies on HRM technology in Nigeria. For instance, Yusliza, Ramayah, and Haslindar (2010) proposed a model based on TAM and HR Roles that examine the relationship between HR roles and E-HRM adoption. This particular study tries to explore the relationship between e- human resource management adoption and effective decision making in higher institutions of learning in Sokoto state, Nigeria.

1.4 Problem Statement

“Employer’s attitude towards e-human resource management adoption: research on higher educational institutions in sokoto state, nigeria.”

1.5 Objectives

1. To examine the relationship between Perceived Usefulness and Attitude toward using E-HRM
2. To determine the relationship between Perceived Ease of Use and Attitude toward using E-HRM
3. To determine the relationship between Perceived Usefulness and Behavioral Intention in using E-HRM.

1.6 Hypotheses

- H1. There may be a positive relationship between Perceived Usefulness and Attitude toward using E-HRM.
H2. There may be a positive relationship between Perceived Ease of Use and Attitude toward using E-HRM.
H3. There may be a positive relationship between Perceived Usefulness and Behavioral Intention to using E-HRM.

Operational definitions

Perceived Ease of Use is defined as the degree to which a person believes that using E-HRM would increase efficiency and effectiveness.

Perceived Usefulness is explained as the degree to which a person believes that using E-HRM would enhance his or her job performance.

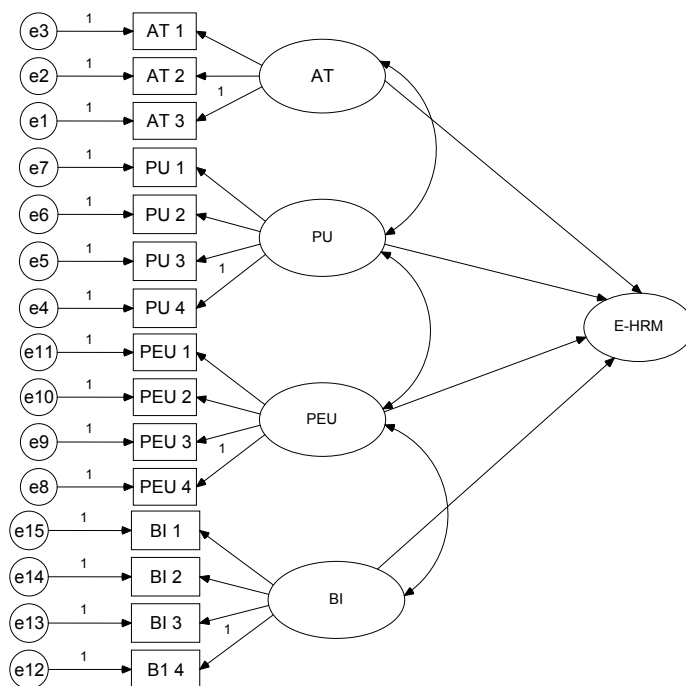
Behavioral Intentions have been defined as the amount of effort one is willing to exert to attain a goal (Ajzen, 2005).

Behavioral plans that enable attainment of a behavioral goal (Ajzen, 1991) intentions can be conceived of as goal states in the expectancy value tradition that are the result of a conscious process that takes time, requires some deliberation, and focuses on consequences (Loewenstein, Weber, Hsee, & Welch, 2001).

e-hrm: e-HRM is also a way of implementing HRM strategies, policies and practices in organizations in the course of a mindful and directed support of web-technology-based channels.

1.7. The Hypothesized Model

The below model explains the hypothetical relationships between the independent variables and the dependent variable and among the variables too. The one headed arrow explains the dependent relationship while the two headed arrow depicts correlation between exogenous variables.



1.8 Population

All members of staff of Usmanu Danfodiyo University Sokoto and Sokoto state polytechnic comprises the targeted population. Only those who are familiar with the office routine are included in the research. The total population reads members of staff who have the required knowledge of the office routine work.

1.9 Research design

This particular study focused mainly on e- human resource management adoption and effective decision making in higher institutions of learning in Sokoto state, Nigeria. The nature of study is more of a fact finding. Hence this study follows descriptive study design as its plan of action.

1.10 Sampling

The paper however adopted Simple Random sampling method under the probability sampling because the objective is to select n units out of N such that each NCn has an equal chance of being selected. As far as this research is concerned the study considered the 380 as the sample size. Out the selected respondents, only 312 provided the information related to the topic selected, the analysis however is going to be based on 312 respondents.

1.11 Instrument

1. Instrument of E-HRM

A single instrument was used for data collection which was designed on 7-point Likert scales to measure the various variables. To check response bias, a variety of items even within the same construct group were randomized. The study did content and construct analysis by making use of extensive literature and previously validated constructs. It establishes further the incorporation of the representativeness of the items in the questionnaire for adequate data collection. The questionnaire was pilot tested with 40 faculty members from universities and post graduate colleges.

1.12 Validity and Reliability

The final data inputs were keyed in into a statistical package

(SPSS) for doing various statistical analyses where Cronbach alpha was used for determining the reliability of each of the scales and subscales. Descriptive analysis of variables was done, where the standard deviation and the levels of Cronbach's Alpha was determined as shown in the table 1 below.

Table: 1
Descriptive Statistics of Variables

VARIABLE	NO OF ITEMS	STD. DEV.	CRONBACH ALPHA	C.R
Attitude	4	.895	.883	.877
Perceived usefulness	4	.762	.920	.973
Perceived ease of use	4	.833	.896	.860
Behavioral intention	3	.798	.822	.976
Total items	15			

The four variables in table 1 above shows Cronbach alpha values above 0.80 and above indicating complete reliability above 0.60 acceptable values (Nunally, 1970) Convergent validity and Average variance of the measures was also verified by observing the correlations between the items on the various scales. Cronbach alpha obtained for the variables are as follows: .883 for Attitude (AT), .920 for perceived usefulness (PU), .896 for perceived ease of use (PEU), and .822 for behavior intention (BI). Confirmatory factor analysis has been run and the results are displayed in the table 2 below.

Table 2:
Confirmatory Factor Analysis result of the Variable Constructs

Variable	Code	Nature of Items	Factor Loadings
Attitude	AT	I feel confident with E-HRM	.732
		I feel more committed to duty with E-HRM	.747
		I enrich my skills with E-HRM	.778
		I feel motivated with E-HRM	.768
Perceived usefulness	PU	E-HRM is better up security wise	.723
		E-HRM brings along efficiency and effectiveness	.752
		E-HRM increases organizational performance	.871
		E-HRM increases reliability	.755
Perceived ease of use	PEU	With E-HRM It will be easy to keep records	.789
		With E-HRM it will minimize time, space and resources	.766
		With E-HRM it will be easy to update records	.823
		With E-HRM it will be easy communicate	.765
Behavioral intention	BI	E-HRM would inculcate the habit of discipline in workers	.824
		E-HRM would get deviant behaviors checked and reduced in my organization	.791
		E-HRM would facilitate quick decision in my organization	.776
Total items		15	

The factor analysis table above shows the validity test with only one construct having a loading of 0.468 and was deleted and not included in the list of items, the rest are all above 0.50. Hence, the number of items arrived at per construct are: AT (4 items); PU (4 items); PEU (4 items) and BI (3 items)

Discriminant Validity Construct
Table: 3. Average Variance Extracted (AVE)

Variable	1	2	3	4
Attitude	1.00			
Perceived usefulness	.987	1.00		
Perceived ease of use	.951	.963	1.00	
Behavioral intention	.949	.927	.918	1.00

1.13 ANALYSIS AND RESULTS

The data collected was analyzed by using SPSS 19th version. The results of the study were analyzed on the basis of descriptive statistics, multiple regression and correlations. The result of the study was analyzed on the basis of descriptive statistics, correlations and regressions.

Table: 4. Correlation and Correlation square matrix among variables

Variable	1	2	3	4
Attitude	1.00			
Perceived usefulness	.733 (.664)	1.00		
Perceived ease of use	.729 (.658)	.711 (.649)	1.00	
Behavioral intention	.703 (.641)	.696 (.482)	.688(.451)	1.00

Average Variance Extracted (AVE) was proposed by Fornell and Larker (1981) as a measure of the shared or common variance in a Latent Variable (LV). The AVE should be more than the correlation squared of two constructs to support Discriminant validity. Since that turns out to be true, as shown in the following tables 3 and 4, then it seems there is no multi-collinearity hence the variables can be considered distinct.

1.14 Discussion

The findings of the present study clearly indicate that there is a significant relationship between employees' attitude towards e-HRM and its usefulness in day to day administrative processes in higher educational institutions. The three sub variables of independent variable selected for the study clearly show their relationship with e-HRM. Major clarification made through these findings is that the e-HRM practices are more of utilitarian in nature rather than a disaster. The present finding is further in line with the past researches which indicate that employee's attitude is directly significant to the perceived ease of use in e-HRM adoption (Abukhazam and Lee, 2010, Rogers, 1983; Davis et al, 1989; Ajzen and Fishbein, 1980; Moore and Benbasat, 1991; Tan and Teo, 2000).

Using e-HRM technology is away from implementing HR strategies, policies, and practices. The e-HRM technology supports the HR function to comply with the HR needs of the organization through web-technology based channel. The role of information technology application especially that of e-HRM holds the nature of reducing the time, energy and cost incurred for the human resource processes involved in the academic administrative aspects. Using IT for HRM purposes will make available more time for strategic decision-making. Fewer administrative tasks and a decrease in HR related issues from employees and as well as from line management will create this available time.

It has also been revealed that perceived ease of use is significantly and directly related to behavioural intention of employees towards using e-HRM; this is evidenced in Crisp et al (1997) and Nurul Fariza (2007). With an appropriate use of HRIS, less people should be needed to perform administrative tasks and more time would be available with HR managers for assisting at strategic level. The acceptance from the employees indicates a positive trend towards technology adoption to enhance the productivity. This argument is having a sound belief that technology application in human resource processes can improve the performance of employees. It is rightly pointed out in the context that the e-HRM technology provides a portal which enables managers, employees, and HR professionals to view, extract, or alter information which is necessary for managing the HR of the organization. In addition, with the use of e-HRM, fewer HR professionals

are needed because e-HRM eliminates the HR middleman (Lengnick-Hall & Moritz, 2003). It implies that, higher institutions of learning in Sokoto state have the intention and willingness to adopt e-HRM in their activities.

Similarly, perceived usefulness is significantly and directly related to behavioural intention as similar findings in Lin (2000) confirms that. Major findings related to the behavioural intention and e-HRM attitude indicate that the application of HR technology in educational institutions can produce a desired output behaviour. The employees' behaviour has a direct relationship with organizational outcomes that are to be obtained. The findings also indicate that the behavioural intention of workers is significantly linked to their attitude towards adopting e-HRM. In other words, the induced behaviour of the adopters of e-HRM plays a stronger role in shaping their attitude towards using it as clearly illustrated in Malhotra (2005). The TAM (Technology acceptance model) here specifies significant linkages between constructs like: (1) Perceived Usefulness, Perceived Ease of Use (PEU), user's attitude (AT), behavioral intentions (BI) and actual computer usage behavior. Adoption of technology thus may pave a better organisational environment in higher education system that leads to key performance orientation.

The HR function of an organisation is responsible for complying with the HR needs of the organisation. While the impact of e-HRM technologies is expected to be dependent on the actual use of the technology, which is on its turn expected to be dependent on the goals of the organisation for adopting e-HRM technologies.

1.15 Implication

The literature review and the findings of the present research further establish that e-HRM applications are not unachievable for educational settings. Just similar to other industrial organisations, the application of electronic HRM practices is useful to the educational settings. Contextualizing the topic to the Nigerian scenario, over the past decade, the human resource practices of higher educational institutions have changed, partly due to the introduction of technological initiatives. Scholars and the findings contend that as e-HRM is now facilitating a more flexible approach, contemporary institutional structures are less robust than in previous years. The employer's positive attitude towards the technology application further reduces the difficulties related to resistance to change. A supportive effort from the Ministry of Higher Education can reap better outcomes and productivity in higher educational institutions.

1.16 Conclusion

This research on e-HRM adoption and effective decision making in higher institutions of learning in Nigeria, using the Technology Adoption model as the working theory established that all the hypothesized statements stated earlier, were proven significant. It has been observed that, should higher institutions of learning be availed with an opportunity of adopting e-HRM, they will flourish and their pursuit to efficient and effective decision making and in providing a conducive atmosphere for learning will be facilitated. This is deduced from the respondents' attitude towards e-HRM triggered by their intention to use it, having known the

usefulness of e-HRM and the simplicity it brings along with it. Areas like the adoption of E-classes and E-assessment could not be covered by this research paper and thus remain explorable for future researches. More research in this area by including institutions from different countries across the globe need to be explored further to generalise these findings.

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Appendix I Instrument Used

Instructions: please mark (*) accordingly in the spaces provided against each item of your desired answer.

The numbers represent thus:

7 = Strongly Disagree

6 = Moderately Disagree

5 = Slightly Disagree

4 = Neutral

3 = Slightly Agree

2 = Moderately Agree

1 = Strongly Agree

ITEMS	7	6	5	4	3	2	1
I feel confident with E-HRM							
I feel more committed to duty with E-HRM							
I enrich my skills with E-HRM							
I feel motivated with E-HRM							
E-HRM is better up security wise							
E-HRM brings along efficiency and effectiveness							
E-HRM increases organizational performance							
E-HRM increases reliability							
With E-HRM It will be easy to keep records							
E-HRM minimizes time, space and resources							
With E-HRM it will be easy to update records							
With E-HRM it will be easy communicate							
E-HRM would inculcate the habit of discipline in workers							
E-HRM would get deviant behaviors checked and reduced in my organization							
E-HRM would facilitate quick decision in my organization							

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