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Electronic Human Resource Management and Employee Agility of Selected Deposit Money Banks in Lagos State, Nigeria

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Abstract

Electronic human resource management (e-HRM) is crucial for modern organizations as it streamlines HR processes, enhances communication, and fosters a more agile workforce, particularly in fast-paced sectors like banking. However, it is observed that many deposit money banks in Nigeria have experienced a decline in employee agility. A significant contributor to the decline in employee agility in deposit money banks in Nigeria could be the ineffective implementation of electronic human resource management (e-HRM) systems. This study, therefore, examined the effect of e-HRM on employee agility of selected deposit money banks in Lagos State, Nigeria. The study adopted survey research design. The population of this study comprised 3,098 employees from five selected deposit money banks in Lagos State, Nigeria. A sample size of 450 was determined using the Research Advisor's sample size table. The study adopted a proportional distribution of samples across the five selected deposit money banks, with respondents chosen using a simple random sampling technique. A structured and validated questionnaire was used for data collection. The Cronbach's Alpha reliability coefficients of constructs ranged from 0.71 to 0.90. A response rate of 96.2% was recorded. Data were analysed using descriptive and inferential (multiple linear regression) statistics at 5% significance level. The findings revealed that electronic human resource management had significant effect on employee agility in selected deposit money banks in Lagos State, Nigeria ($Adj.R^2 = 0.713$, $F(5, 432) = 215.387$, $p < 0.05$). The study concluded that electronic human resource management affected employee agility in selected deposit money banks in Lagos State, Nigeria. The study recommended that management of deposit money banks should adopt a holistic approach to E-HRM implementation by integrating advanced digital tools to enhance employee agility.

Keywords: *E-learning, Electronic human resource management, Employee agility, E-recruitment, E-performance management*

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Background to the Study

Employee agility is crucial in deposit money banks as it enables quick adaptation to changing market conditions, enhances customer service, and fosters innovation. Efforts to improve employee agility have included training programs, flexible work arrangements, and the integration of technology in processes. However, these initiatives have not consistently yielded the desired results, evidenced by a decline in employee agility. A significant contributor to this decline could be ineffective implementation of electronic human resource management (e-HRM) systems. While e-HRM has the potential to streamline HR processes, enhance communication, and provide data-driven insights for decision-making, its adoption in many deposit money banks has been suboptimal in Nigeria.

Globally, employee agility has become a critical factor in the banking industry, as financial institutions face rapid technological advancements, evolving customer expectations, and increasing competition. According to a 2022 report by McKinsey, 70% of banking executives identified agility as a top priority for organizational success, yet only 30% of banks reported having agile workforces capable of adapting to change effectively (McKinsey & Company, 2022). The COVID-19 pandemic further highlighted the need for agility, with banks that embraced flexible work models and digital tools outperforming their peers. However, a PwC survey revealed that only 40% of banking employees felt adequately trained to handle digital transformation, underscoring a significant skills gap (PwC, 2021). This gap poses a challenge for banks aiming to remain competitive in an increasingly digital-first world.

In Asia, the prolonged conflict in Afghanistan has significantly undermined employee agility within the banking industry, manifesting through a decline in adaptability, efficiency, and responsiveness among staff (Saif, 2020). The persistent insecurity and instability have disrupted routine operations and eroded institutional trust, leading to a workforce that is increasingly risk-averse and demotivated. Constant threats and uncertainties have fostered a pervasive sense of fear and anxiety, diminishing employees' capacity to innovate and swiftly respond to market changes (Mohsen & Sarbuland, 2020). Moreover, the continuous brain drains, as skilled professionals seek safer environments abroad, has exacerbated the talent gap, leaving behind a workforce that is often less experienced and overburdened (Rostan et al., 2021). These factors collectively stymie the agility needed to navigate the complex and rapidly evolving financial landscape, making it challenging for Afghan banks to maintain competitive edge and employee resilience in such a tumultuous environment (Adil et al., 2021).

In Africa, the issue of employee agility in deposit money banks is particularly pronounced, with Ghana serving as a notable example. The Ghanaian banking sector has undergone significant reforms, including the consolidation of banks in 2018, which increased the demand for agile employees capable of adapting to new regulatory and operational environments. A 2021 study by the Bank of Ghana revealed that only 35% of bank employees possessed the digital skills required to navigate the sector's growing reliance on technology (Bank of Ghana, 2021). Furthermore, a report by Deloitte highlighted that 60% of Ghanaian banks struggled to implement agile practices due to limited investment in employee training and development (Fiador et al., 2022). This lack of agility has hindered the sector's ability to fully leverage digital transformation, ultimately affecting service delivery and customer satisfaction.

In Nigeria, employee agility in deposit money banks remains a significant challenge, despite the sector's rapid adoption of digital banking solutions. A 2022 report by the Central Bank of Nigeria (CBN) indicated that only 25% of bank employees were proficient in digital tools and technologies, limiting the sector's ability to fully capitalize on innovation (CBN, 2022). Additionally, a study by KPMG found that 65% of Nigerian banks lacked structured agility training programs, resulting in a workforce ill-prepared to handle disruptions such as the COVID-19 pandemic (KPMG, 2021). This skills gap has contributed to inefficiencies in service delivery, with customers often experiencing delays and technical issues. To remain competitive, Nigerian banks must prioritize agility training and foster a culture of continuous learning.

Electronic Human Resource Management (e-HRM) plays a pivotal role in enhancing employee agility by streamlining HR processes, enabling data-driven decision-making, and facilitating remote work. However, in Nigeria, e-HRM has not been given adequate attention, limiting its potential to foster agility in the banking sector. A 2021 survey by the Society for Human Resource Management (SHRM) revealed that only 20% of Nigerian banks had fully implemented e-HRM systems, compared to 70% in developed markets (SHRM, 2021). This underinvestment has hindered the ability of banks to respond swiftly to market changes and employee needs. For instance, during the COVID-19 pandemic, banks with robust e-HRM systems were better equipped to manage remote workforces and maintain operational continuity.

Some studies on electronic human management and employee agility have been carried across different organisations and industry (Choochote, 2021; Haziazi et al., 2021; Mitrofanova & Mitrofanova, 2021; Shukur et al., 2021; Uygur et al., 2021; Ziaul Hoq, 2021). However, in the context of Nigerian deposit money banks, the effect of electronic human management on employee agility has not been adequately established. The inadequate implementation of electronic human resource management (e-HRM) systems in deposit money banks (DMBs) in Nigeria has resulted in a noticeable decline in employee agility. Despite the rapid technological advancements in the banking sector worldwide, many DMBs in Nigeria have lagged in adopting and optimizing e-HRM tools. This lack of digitalization and efficient utilization of HR technology has led to several critical issues (Karunarathna & Nanayakkara, 2021). These include a slow response to changing market dynamics, a mismatch between workforce skills and evolving industry demands, prolonged recruitment cycles, and a reduced ability to attract and retain tech-savvy talent. Consequently, these DMBs are facing significant challenges in maintaining competitiveness and adapting to the dynamic and increasingly digital financial landscape, ultimately hampering employee agility and organizational success (Al Marhoobi & Srinivasan, 2021). Additionally, a less agile workforce struggle to address emerging risks effectively, potentially exposing banks to financial instability and reputational damage (Chamaru, 2010; Zour & Al-Moula, 2021). Therefore, addressing the decline in employee agility is essential for Nigerian deposit money banks to thrive in an increasingly dynamic and competitive financial landscape.

Objective of the Study

The study evaluated the effect of electronic human resource management (e-recruitment, e-selection, e-learning, e-compensation and e-performance management) on employe agility of selected deposit money banks in Lagos State, Nigeria.

Literature Review

The literature review focused on review of related literature on the variables of the study and previous studies on electronic human resource management and employee agility. The review was in different parts which included the conceptual review, empirical review and the theoretical review.

Electronic Human Resource Management

According to Azha et al. (2019), electronic human resource management (e-HRM) is a type of human resource management (HRM) system that uses technology to automate, streamline, and manage employee information and processes. This includes tracking employee records, monitoring attendance, managing payroll and benefits, and managing performance reviews. Muqaddim and Hosain (2021) defined electronic human resource management (e-HRM) as a system used by organizations to facilitate the management of their employees. Electronic human resource management (e-HRM) is increasingly vital for deposit money banks as it streamlines HR processes and enhances operational efficiency. By leveraging e-HRM systems, banks can automate routine tasks such as recruitment, performance management, and employee onboarding, which not only reduces administrative burdens but also improves the overall employee experience (Alshurideh et al., 2022). Additionally, e-HRM facilitates data-driven decision-making, allowing banks to analyze workforce metrics effectively, thereby fostering strategic talent management (Shamout et al., 2022). The integration of technology in HR practices supports agility and responsiveness in a competitive market, enabling banks to adapt quickly to changes and maintain a skilled workforce (Agahi & Gulthawatvichai, 2021). Furthermore, the implementation of e-HRM can enhance employee engagement and satisfaction, contributing to higher retention rates and organizational performance (Ahmed, 2020; Al Haziazi, 2020).

E-Recruitment

Abia and Brown (2020) defined e-recruitment (also known as online recruitment or electronic recruitment) as a method of recruiting personnel using the internet. It involves the use of job boards, career websites, or company websites to advertise open positions, accept applications, and manage the hiring process. E-recruitment is essential for deposit money banks as it modernizes and streamlines the recruitment process, making it more efficient and effective. By utilizing internet-based technologies, such as job boards, company websites, and social media platforms like LinkedIn and Facebook, banks can reach a broader pool of potential candidates compared to traditional methods like newspaper ads and job fairs (Hosain et al., 2020; Kucherov & Tsybova, 2021). This digital approach not only enhances visibility but also allows for the use of analytics and applicant tracking systems, which help in managing applications and improving the overall selection process (Freire & De-Castro, 2021; Holm & Haahr, 2018). Furthermore, e-recruitment facilitates a more targeted recruitment strategy, enabling banks to

attract candidates who are better suited to their organizational culture and needs (Abia, 2020). Overall, e-recruitment is a vital tool for deposit money banks to enhance their talent acquisition efforts in a competitive market.

E-Selection

E-selection (electronic selection) is the process of selecting individuals for employment through the use of online recruitment methods such as job postings, online applications, web-based assessments, and online interviewing (Esimit & Kibet, 2021). E-selection is increasingly important for deposit money banks as it enhances the efficiency and effectiveness of the hiring process. By leveraging digital tools and platforms, banks can streamline candidate evaluation and selection, significantly reducing the time and resources spent on traditional methods (Razaaq & Abdul-Razzaq, 2022). This process allows for the integration of data analytics to assess candidate qualifications more objectively, improving the quality of hire and aligning selections with organizational needs (Esimit & Kibet, 2021). Additionally, e-selection facilitates remote assessments and interviews, expanding the talent pool beyond geographical limitations and promoting diversity (Cavaliere et al., 2021).

E-Learning

E-learning, or electronic learning, refers to the use of digital technologies and electronic media to deliver educational content and facilitate learning processes. This approach encompasses various methods and tools, such as online courses, virtual classrooms, webinars, and interactive multimedia resources (Abdou & Jasimuddin, 2020). E-learning is crucial for deposit money banks as it fosters continuous employee development and adaptability in a rapidly evolving financial landscape. By utilizing online training platforms, banks can deliver flexible and accessible learning opportunities that enhance employees' skills and knowledge in areas such as compliance, customer service, and new technologies (Silaen et al., 2021). This approach not only improves workforce competency but also promotes a culture of lifelong learning, which is essential for maintaining competitive advantage (Al-Shorman et al., 2021). Moreover, e-learning can reduce training costs and time away from work, enabling banks to efficiently upskill their staff while minimizing disruption to operations (Garg & Sharma, 2020).

E-Compensation

Yan et al. (2022) established that e-compensation is the process of providing employees with rewards in the form of money and/or other benefits, through the use of electronic methods such as direct deposit, payroll cards, and online portals. E-compensation is vital for deposit money banks as it modernizes and enhances the compensation management process, promoting transparency and efficiency. By implementing digital compensation systems, banks can streamline salary administration, benefits management, and performance-based incentives, ensuring that compensation is aligned with organizational goals (Balakrishnan & Duraipandian, 2020). This approach not only simplifies the management of complex compensation structures but also allows for real-time adjustments based on market trends and employee performance (Fraij, 2021). Additionally, e-compensation systems can improve employee satisfaction by providing clearer insights into their compensation packages and growth opportunities, ultimately fostering a motivated workforce (Haziazi et al., 2021).

E-Performance Management

Payne and Mendoza (2020) defined e-performance management (EPM) as a system of managing employee performance that uses electronic technology such as computers, software programs, and other digital devices to collect, store, analyze, and report performance data. It is a tool used to measure and manage employee performance, and to ensure that employees are meeting the goals of the organization. E-Performance Management has become crucial in the banking industry as it enables organizations to effectively monitor and enhance employee productivity while ensuring high-quality customer service. According to Pallewatte and Vidanagama (2020), the integration of technology in performance management systems allows for real-time data analysis, which is essential for making informed decisions and optimizing operational efficiency. Simão et al. (2021) highlight that such systems not only foster a culture of accountability but also empower banks to respond swiftly to changing customer expectations in a competitive market. Furthermore, Ricciardone (2022) emphasizes that e-performance management contributes to improved customer satisfaction and loyalty by aligning service delivery with market demands. Collectively, these insights underline the importance of e-performance management as a strategic tool for driving success in the banking sector (Okoh et al., 2023).

Employee Agility

According to Panda (2024), employee agility is the ability of an employee to adapt quickly and effectively to changing work environments, tasks, and responsibilities. Similarly, Salmen and Festing (2022) submitted that employee agility is the capacity to recognize and respond to changes in business conditions and quickly adjust one's work habits, skills, and mindset to capitalize on opportunities and mitigate risks. Employee agility is crucial for deposit money banks as it enables them to navigate the rapidly changing financial landscape effectively. Agility fosters adaptability, allowing employees to respond swiftly to new regulations, technological advancements, and shifting customer expectations (Panda, 2024). Moreover, agile employees tend to exhibit higher performance levels through proactive behaviors, which enhance customer satisfaction and trust key components in the banking sector (Pitafi et al., 2020). Additionally, agility promotes collaboration and teamwork, facilitating innovative solutions and efficient problem-solving (Lai et al., 2021). In an era where resilience is essential for managing crises and ensuring operational continuity, the ability of employees to adapt and learn continuously becomes a significant asset for banks striving to maintain competitiveness and meet evolving market demands (Panda, 2024).

Underpinning Theory

The study reviewed diffusion of innovation theory, which formed the underpinning theory for the study. The theory was relevant in understanding the process by which new ideas, practices, or technologies are communicated and adopted within organisations.

Diffusion of Innovation Theory

This study is anchored on Diffusion of Innovation Theory. The theory serves as the foundational theory for this study and is particularly relevant to the adoption of electronic human resource management (e-HRM) in the banking sector. Established by Everett Rogers in

(1962), the theory focuses on the process by which innovations spread among users, is well-suited for examining the implementation of e-HRM tools in banks (Rogers et al., 2014). The theory submitted that there are five stages of adoption and that the rate of adoption is affected by various factors such as the degree of perceived innovation, the degree of complexity, the perceived risk, and the ability to communicate the idea to others. The five stages of adoption are awareness, interest, evaluation, trial, and adoption. Banks need to adopt innovative HRM systems in order to stay competitive, remain organized, and manage cost effectively (Benhabib et al., 2021). The innovation process begins with the awareness stage. Banks must become aware of the new electronic HRM systems that are available in the market. Banks can become aware of these systems through market research, industry reports, and seminars. The next stage is the persuasion stage (Mohammadi et al., 2018). Banks must assess and determine the potential benefits of the system before deciding to adopt it. Banks must also evaluate the cost and complexity of implementation. The third stage is the decision stage. Banks must decide whether or not to adopt the electronic HRM system. The decision should be based on the potential benefits, cost, and complexity of implementation. The fourth stage is the implementation stage. In this stage, banks must plan and implement the system. Banks should consider the training needs of employees, the integration of the HRM system into the existing system, and the security of the data. The fifth stage is the confirmation stage. After implementation, banks should evaluate the system to determine if it is meeting their needs and producing the desired results (Ellman & Tiainen, 2019). This evaluation should include feedback from employees and customers. The Diffusion of Innovation Theory helps to explain the adoption of electronic HRM systems in the banking sector. Banks must become aware of the system, assess the potential benefits, make a decision to adopt, and then implement and evaluate the system. By understanding the process, banks can ensure that their HRM systems are successfully adopted and utilized (Ellman & Tiainen, 2019).

Empirical Review

Numerous empirical studies have demonstrated a positive association between E-HRM practices and employee agility. Al-Fugaha et al. (2023) found that electronic human resources management had a positive impact on workforce agility, as e-recruiting had the greatest effect, while e-performance appraisal had the least effect. In the same manner, Hejazi et al. (2022) found that electronic human resource management significantly influence both workforce agility and e-business agility. Similarly, Hamidianpour et al. (2016) found that electronic human resource management had a significant and positive effect on workforce agility. Findings from Alsakarneh et al. (2024) indicated that E-HRM is critical for fostering a responsive and adaptable workforce, enabling organizations to swiftly navigate market demands and technological advancements. By leveraging digital innovations, cement companies can optimize HR processes and create a more engaged workforce that is better equipped to meet challenges. Kurniasih et al. (2022) found that electronic human resource management significantly influenced employee e-performance, with competence also playing a crucial role in enhancing employee agility. Additionally, Wahyudi et al. (2022) revealed that E-performance-based performance appraisal and employee competence had a significant impact on workforce agility and job satisfaction. Also, Jarwati et al. (2020) further supported the positive impact of E-HRM, showing that the adoption of an e-performance assessment

system and effective communication contributed to improved performance in Surakarta. Moreover, E-HRM practices have shown promising outcomes in specific industries. For instance, Muqaddim and Hosain (2021) conducted research in the Bangladeshi garment industry and found that all E-HRM measures, such as e-job analysis, e-recruitment and selection, e-compensation and benefit, HRIS and e-communication, e-personal profile, and e-performance appraisal, had significant positive effects on employee agility and organizational efficiency. Similarly, Jayabalan et al. (2021) revealed that E-HRM has a notable impact on human resource management in the automotive manufacturing industry, showing how digitalization has transformed traditional HR practices and boosted employee agility. The introduction of E-HRM in this industry reduced manual tasks, improved data management, and enhanced decision-making processes.

Conceptual Model

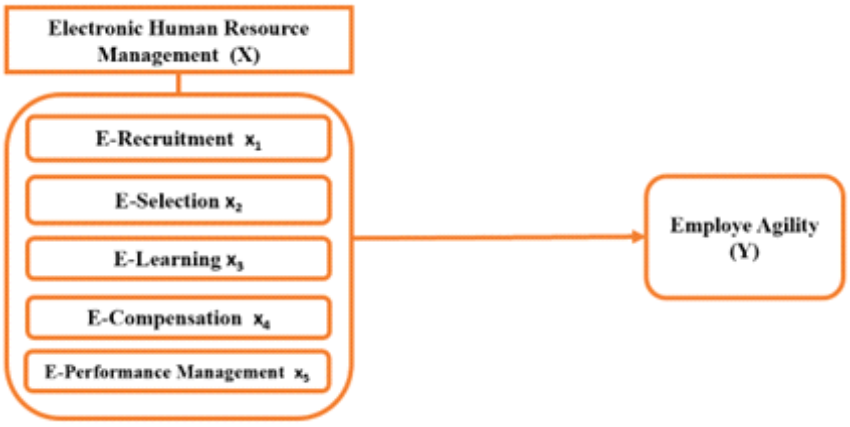

Figure: Conceptual Model for Electronic Human Resource Management and Employee Agility
Source: Researchers' Conceptualization (2025)

Methodology

The study adopted survey research design. The design allows for efficient and systematic data collection from the large number of participants. The adoption of this design is consistent with (Alkhodary, 2021; Jayabalan et al., 2021). The units of analysis of the sample for the study were employees from selected deposit money banks. The rationale for using survey research design stems from the belief that the population being studied is heterogeneous, encompassing individuals with varying ages, behaviors, and opinions. The suitability of this research design lies in its capacity to provide a scientifically sound snapshot of the respondents at a single point in time.

The population of the study consists of 3,098 employees from five selected deposit money banks in Lagos State, Nigeria. The selected banks are First Bank of Nigeria Plc, United Bank of Africa, Guaranty Trust Bank, Access Bank, and Zenith Bank Plc. These banks, known as FUGAZ deposit money banks, represent the Tier 1 deposit money banks and are prominent

players in the Nigerian banking sector. The research advisor's sampling table was used to determine the sample size for the study. The calculated sample size was 346, at 95 percent level of confidence and a 5 percent margin of error. The Sample Size is given as 346, So, 30% of 322 was given as 104. Therefore 346 + 103.8 = 449.8, approximately, 450. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficient for the constructs ranged from 0.71 to 0.82.

Model Specification

Y = Employee Agility (EA)
X = Electronic Human Resource Management (E-HRM)
Y = f(X)

Variable Identification

$Y = (y_1, y_2, y_3, y_4, y_5)$
y_1= Employee Agility (EA)
y_2= Employee Resilience (ER)
y_3= Employee Flexibility (EF)
y_4= Employee Effectiveness (EE)
y_5= Employee Productivity (EP)

Regression Model

The models formulated for each of the hypotheses are written as:

Hypothesis One

$y_1 = f(x_1, x_2, x_3, x_4, x_4, x_5)$
$EA = \beta_0 + \beta_1 ER + \beta_2 ES + \beta_3 EL + \beta_4 EC + \beta_5 EPM + \varepsilon_i$----------i

Results and Discussion

The data were analyzed using Statistical Package for Social Sciences (SPSS) software, version 27.0, with a 5% significance level applied throughout the analysis. This approach ensures that the findings are relevant to the research objectives. A total number of 450 copies of questionnaire were administered to employees of selected deposit money banks (DMBs) in Lagos State Nigeria. A total of four hundred and thirty-three (433), which represented approximately 96.2% of the total copies of the questionnaire administered were returned and found usable for the analysis. Seventeen (17) copies of the questionnaire, which represented 3.8%, were not returned for varied reasons ranging from incompletely filled, double filling of options, no responses, thus were grouped to be invalid and not suitable for the analysis. Data were analyzed using descriptive and inferential statistics.

Restatement of Research Hypothesis

$H_0$1: Electronic human resource management has no significant effect on employee agility.

In the hypothesis, E-HRM (e-recruitment, e-selection, e-learning, e-compensation and e-performance management) are independent variables, while the employee agility was

dependent variable. Data for E-HRM were generated by adding together scores of responses from all the items under each practice to generate independent scores for each practice. Data for employee agility were generated by adding together the responses of all items under the variable to create an index of employee agility. The results of the analysis and parameter estimates obtained are presented in the table below.

Table 1: Summary of Multiple Regression Analysis for hypothesis

N	Model	*B*	T	Sig.	ANOVA (Sig.)	R	Adjusted R^2	F (5, 432)
433	(Constant)	.523	11.845	.000	0.001[b]	0.846[a]	0.713	215.387
	E-Recruitment	.001	1.800	.073				
	E-Compensation	.002	2.687	.008				
	E-selection	.201	5.263	.000				
	E-learning	.160	5.197	.000				
	E-Performance Management	.215	4.801	.000				
	a. Dependent Variable: Employee Agility							
	b. Predictors: (Constant), E -Performance, E -Recruitment, E-learning, E-Compensation, E-selection							

Source: Researchers' Field Survey, (2025)

Interpretation

The above table showed the multiple regression analysis results for the effect of E-HRM dimensions on employee agility in the selected DMBs in Lagos State, Nigeria. The result revealed that E-compensation (β = .002, t = 2.687, $p<0.05$), E-selection (β = .201, t = 5.263, $p<0.05$), E-learning (β = 0.160, t = 5.197, $p<0.05$) and E-performance Management (β = .215, t = 4.801, $p<0.05$) all have a significant positive effect on employee agility within the DMBs in Lagos State, Nigeria. However, E-recruitment (β = 0.001, t = 1.800, $p>0.05$) has a positive but insignificant effect on employee agility. The results of the analysis revealed that four E-HRM (e-compensation, e-selection, e-learning, and e-performance) have positive significant effect on employee agility of the selected DMBs in Lagos State, Nigeria. This indicates that e-compensation, e-selection, e-learning, and e-performance are predictors of employee agility of the selected DMBs in Lagos State, Nigeria.

The correlation coefficient (R) value of 0.846 indicates a strong positive relationship between E-HRM and employee agility. The Adjusted R-squared ($Adj.\ R^2$) value of 0.713 suggests that 71.3% of the variance in employee agility in the selected DMBs in Lagos State, Nigeria, can be explained by the dimensions of E-HRM (including e-compensation, e-selection, e-learning, and e-performance management). The remaining 28.7% of the variance is attributable to other factors not accounted for in the model. These results indicate that E-HRM, as the independent variable, plays a significant role in steering employee agility within the selected DMBs, putting E-HRM as an effective technique for promoting employee outcomes. The predictive and prescriptive multiple regression models are thus expressed:

$EA = 0.523 + 0.001ER + 0.201LES + 0.160EL + 0.002EC + 0.261EPM + U_i$--------Eqn i (Predictive Model)

$EA = 0.523 + 0.001ER + 0.201LES + 0.160EL + 0.261EPM + U_i$----Eqn i (Prescriptive Model)

Where:
FG = Employee Agility
ER = E-Recruitment
ES = E-Selection
EL = E-Learning
EC = E-Compensation
EPM = E-Performance Management

The regression model revealed that if E-HRM were held constant at zero, employee agility of the selected DMBs in Lagos State, Nigeria will be 0.523. indicating that in the absence of E-HRM, employee agility of the will be 0.523, indicating a positive agility. From the predictive model, four dimensions of the E-HRM (e-recruitment, e-selection, e-learning, and e-performance) have significant positive effect on the employee agility while e-compensation has insignificant effect on employee agility. This variable was therefore not prescribed for the selected DMBs. From the prescriptive model, an improvement in e-recruitment, e-selection, e-learning, and e-performance would increase employee agility by 0.001, 0.201, 0.160 and 0.215 percent respectively. These results suggest that e-recruitment, e-selection, e-learning, and e-performance are predictors of employee agility among selected DMBs in Lagos State, Nigeria. Thus, DMBs in Lagos State should prioritize implementing these E-HRM dimensions in their strategic recruitment policies to promote inclusive employee agility. The results further show that e-performance have the highest percentage effect on employee agility among selected DMBs in Lagos State, Nigeria followed by e-selection, e-learning, and e-recruitment while e-compensation does not influence employee agility in the DMBs.

The *F*-statistics ($df = 5, 432$) = 215.387 at $p<0.05$) indicated that the overall model is significant for predicting the effect of E-HRM on employee agility. This implies that the regression model is a good fit. Also, as the p-value is less than 0.05, it implies that effect of E-HRM on employee agility is significant. Based on the *R*-squared and *F*-statistics results, the null hypothesis one (H_0) which states that E-HRM have no significant effect on employee agility was rejected.

Discussion of Findings

The aggregated results of multiple regression analysis for the hypothesis showed that E-HRM (e-recruitment, e-selection, e-learning, e-compensation and e-performance management) has significant effect on employee agility in the selected DMBs in Lagos State, Nigeria ($Adj.R^2$ = 0.713; ER = 0.001, EC = 0.002, ES = 0.201, EL = 0.160, EPM = 0.215, $p < 0.05$). These findings indicated E-HRM components are significant predictors of employee agility in the selected DMBs in Lagos State, Nigeria.

The result of this study supports the findings of various empirical studies on E-HRM and employee agility such as Alkhodary (2021); Jarwati et al. (2020); Kurniasih et al. (2022); Muqaddim and Hosain (2021) and Wahyudi et al. (2022). Al-Fugaha et al. (2023) found that electronic human resources management had a positive impact on workforce agility, as e-recruiting had the greatest effect, while e-performance appraisal had the least effect. In the same manner, Hejazi et al. (2022) found that electronic human resource management significantly influence both workforce agility and e-business agility. Similarly, Hamidianpour et al. (2016) found that electronic human resource management had a significant and positive effect on workforce agility. Alkhodary (2021) found that e-recruitment, e-performance management, and e-learning practices positively influenced corporate sustainability. The empirical evidence highlights the effectiveness of E-HRM practices in various sectors, underscoring their potential to enhance overall organisational performance. Similarly, Kurniasih et al. (2022) found that electronic human resource management significantly influenced employee e-performance, with competence also playing a crucial role in enhancing employee e-performance. Additionally, findings from Wahyudi et al. (2022) revealed that E-performance-based appraisal and employee competence had a significant impact on job satisfaction and employee performance, with job satisfaction mediating the relationship between E-performance appraisal, competence, and employee performance. Also, Jarwati et al. (2020) further supported the positive impact of E-HRM, showing that the adoption of an e-performance assessment system and effective communication contributed to improved performance. Moreover, E-HRM practices have shown promising outcomes in specific industries. For instance, Muqaddim and Hosain (2021) found that all E-HRM measures, such as e-job analysis, e-recruitment and selection, e-compensation and benefit, HRIS and e-communication, e-personal profile, and e-performance appraisal, had significant positive effects on organizational efficiency.

The findings of this study aligned with Nurshabrina and Adrianti (2020) who examined the effect of E-HRM on cost efficiency and employee agility. They found that e-compensation and e-performance appraisal positively impacted cost efficiency, while e-training had a significant influence on employee agility. Equally, Haque and Nishat (2022) investigated the impact of HRM digitalization on employee performance in the RMG industry of Bangladesh. The study revealed that certain digitalized HRM practices had a significant positive impact on employee in-role and extra-role performance. Also, Adewoye and Olugbenga (2018) evaluated the effects of E-HRM on customer deposits in selected deposit money banks in Nigeria. The study found a positive and significant impact of E-HRM on customer deposits in Nigerian banks. Similarly, Iqbal et al. (2019) analyzed the link between e-HRM practices and organizational outcomes. The study found that operational, relational, and transformational e-HRM practices had a significant impact on HR service quality and employee productivity. Also, Niehueser and Boak (2020) focused on the integration of artificial intelligence in HR functions. The findings highlighted that AI integration improved HR functions' effectiveness and efficiency, benefiting employees, HR professionals, and organizations.

In consistent with the study findings was Zafar (2021) who found that electronic HR systems (E-HRM) significantly enhance employee agility and effectiveness, which in turn improves

organizational outcomes, particularly in the private sector. The study emphasizes the increasing importance of digital HR tools in optimizing employee management and improving the efficiency of HR operations, ultimately benefiting company performance. Similarly, Jayabalan et al. (2021) revealed that E-HRM has a notable impact on human resource management in the automotive manufacturing industry, showing how digitalization has transformed traditional HR practices and boosted employee productivity. The introduction of E-HRM in this industry reduced manual tasks, improved data management, and enhanced decision-making processes. Additionally, Srivastava and Kumar (2021) discovered that E-HRM positively affects organizational performance by streamlining HR functions through digital transformation. Their study highlighted that E-HRM simplifies key HR activities such as recruitment, training, and performance management, making them more efficient and less time-intensive. The use of these systems also lowers operational costs and increases employee satisfaction through enhanced transparency and communication within organizations. These findings underscore the role of technology in driving organizational success in HR management.

The findings of this research work provide compelling evidence in support of the theoretical underpinnings of the Diffusion of Innovation Theory that served as the foundation for this study and is particularly relevant to the adoption of electronic human resource management (e-HRM) in the banking sector. This theory, which focuses on the process by which innovations spread among users, is well-suited for examining the implementation of e-HRM tools in banks (Del-Gaudio et al., 2021). It provides insights into the factors that shape the pace at which new technologies are adopted within organizations. Additionally, it can be utilized to identify the most efficient approaches for introducing and promoting new technologies within the banking industry. This is particularly beneficial for banks, as they have diverse stakeholders and must ensure alignment among all parties before fully implementing new technology. Moreover, the Diffusion of Innovation theory provides a framework for understanding the key motivations behind an organization's decision to adopt a particular technology. This understanding enables banks to make well-informed choices regarding which technologies are most likely to be successful, ensuring their investments are strategically justified (Okour et al., 2024).

Conclusion and Recommendations

The study investigated the effect of electronic human resource management on employee agility of selected deposit money banks in Lagos State, Nigeria. The results revealed that electronic human resource management (e-HRM) plays a crucial role in enhancing employee agility in selected deposit money banks (DMBs) in Lagos State, Nigeria. Specifically, e-HRM has a significant and positive impact on employee agility. These results highlight the importance of integrating digital HR practices to create a more flexible and responsive workforce, which is crucial in the rapidly evolving and competitive banking industry. By utilizing e-HRM systems, organizations can enhance their operational effectiveness and adaptability. Specifically, the findings revealed that the implementation of e-HRM practices leads to improved responsiveness among employees, enabling them to adjust their skills and behaviors in alignment with the dynamic requirements of the banking sector. Organizations

that leverage e-HRM systems position themselves to create a more dynamic and adaptable workforce, which is essential not only for individual employee performance but also for achieving organizational success in a competitive market.

To enhance employee agility through electronic human resource management (e-HRM), banks should prioritize several key areas. First, implementing robust e-recruitment systems will streamline the hiring process, enabling the attraction of candidates who are adaptable to the dynamic banking environment. Utilizing advanced e-selection tools will help assess candidates' competencies effectively, ensuring the right talent is chosen for agility. Additionally, investing in comprehensive e-learning platforms will provide employees with ongoing training opportunities, allowing them to continuously upgrade their skills. Developing e-compensation strategies that reward flexibility will encourage employees to embrace change and contribute to a more agile workforce. Finally, implementing e-performance management systems that focus on real-time feedback and goal alignment will facilitate quick adjustments in performance, ensuring employees can respond effectively to evolving organizational demands. By focusing on these areas, banks can cultivate a workforce that thrives in a competitive and fast-paced industry.

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