

The relationship between strategic human resource management practices and employee performance: The moderating role of information communication technology (ICT) usage.

Emmanuel IGBOMOR

postgraduate student of department of business administration, faculty of management sciences, Delta State University Abraka, Nigeria

DOI: <https://doi.org/10.56293/IJMSSSR.2022.4726>

IJMSSSR 2023

VOLUME 5

ISSUE 5 SEPTEMBER – OCTOBER

ISSN: 2582 - 0265

Abstract: The level of digitalization in Nigeria is tremendous and it has boosted and positively affected different areas of human life. The application and implementation of human resource management practices has been enhanced by the rapid trend in digitalization and technology. This study examined the relationship between strategic human resources management (SHRM) practices and employee performance: the moderating role of information and communication technology (ICT) usage of staff working at Warri Refinery and Petrochemical Company (WRPC), {a subsidiary of NNPC} Delta state, Nigeria. Consequently, a total number of 118 questionnaires were sent to the participant of the study of which 100 were fully completed by the respondents. The study adopted Pearson correlation and multiple regression analysis. The findings of the correlation analysis revealed that recruitment and selection, compensation and performance appraisal had positive correlation with employee performance while performance appraisal had no relationship with employee performance. Regression analysis showed that recruitment and selection had an influence on employee performance while compensation, training and development and performance appraisal had no influence on employee performance. It was also revealed that ICT usage moderated the relationship between SHRM practices and employee performance. On the basis of the findings, it was recommended that the organization under study should improve on these SHRM practices so as to enhance effectiveness in influencing employee performance. The use of ICT enhance efficiency in carrying out human resource management practice, therefore, the organization under study should improve on the use of ICT for faster and effectiveness of operation.

Keywords: strategic human resource management practices (recruitment and selection, compensation, performance appraisal, training and development), employee performance, information communication technology

INTRODUCTION

The level of digitalization in Nigeria is tremendous and it has boosted and positively affected different areas of human life. Technology has found its way deep into our daily activities from communication to management and even monitoring and evaluating. The application and implementation of SHRM practices has been enhanced by the rapid trend in digitalization and technology. In the yester years, HRM practices was tedious and hectic. For instance, to search for a staff in an organization is time and energy taking. Going through numerous files especially if the organizational staff strength is more than fifty (50). Olajide, Akingbade and Oladimeji (2015) noted that the widespread of technology changes internal and external business processes of an organizations and aimed at improving flexibility and speed. Such internal process could include job design, organization structure, and requisite employee's skills. The workforce of an organization is not the capital nor the processes neither is it the product/services, rather it is the people and this is said by Olajide et al., (2015) to be the livewire of the organization. The growth and survival of an organization depends on the effectiveness and strategy involved in the management staff of the organization.

SHRM practices are mainly the responsibility of the HR department who are involved in the management of people in an organization by influencing their effectiveness through their various widespread functions and activities. Some erudite authors have the definition of HRM as the formal system for the management of people

in an organization (Bateman and Zeithaml, 1993) and Iyang (2001) debated that an organizations activity, which are directed at maintaining, attracting, and developing an effective workforce is defined as HRM. HR managers are responsible for HRM department in an organization and one of the major functions of HR managers is to ensure that value is continually added to the organization and staff, and to reach out to all level of the organization. This function of HR managers can be met and be made easy by the usage of ICT in the organization to enhance employee performance (Nduati, and Wanyoike, 2022). SHRM through its practices, connects the organization human resources and its goals, strategies, and objectives. It is the proactive management of the human (employees) of an organization. It is beyond the traditional HRM and it supports long term business goals with a strategic agenda. Some of these practices of the HR department includes, recruitment and selection, performance appraisal, training and development and compensation.

Information communication technology is the technology that aids the communication of information easily. Karanja (2016) have it that ICT is currently inducing every facet of human life and it plays a salient role in business, entertainment, work and many more. Furthermore, he stated that ICT enables acquisition, use and management of information that is important in decision making. ICT is the lifeblood of an organization that occurs through human intervention; hence it is one of the determining factors for survival in all organizations (Olajide et al., 2015). In respect of the effects of ICT to the world, Drucker (2001) in Olajide et al., (2015) have it that not only the IT professional and the users of ICT and the internet have been affected, but the organization environment, the organization itself and the social universe has also been affected by the presence of ICT and the internet. ICT is the umbrella of inclusion for all technologies for the manipulation and communication of information. In an organization, the faces of ICT are many such as networks, automation, telecommunication, financial technology and production automation. ICT in an organization solves problems causes by the changed in the social environment. Notably, the complexity of manual organization is simplified by the adoption of information communication technology in the organization. The use of ICT on human resources practices simplifies the workload and enables the department of HRM carry out its function easily and effectively. ICT usage also enhances the performance of employees in their various fields of activities.

ICT in an organization help the organization by transforming the method of delivery of services and administration. That is, the organization output is optimized. To this effect, many organizations are quick to buy digital technologies but however, they only end up using the primary function of the technologies. An organization may massively invest in technology but how well is the technology used by staff especially the HR department in carrying out the HR practices of the organization? The human resource function is a rapidly growing component in the organization; hence it is imperative that information communication technology is available and used by the human resource department. This will help the HR department to cope with associated challenges like massive recruitment and selection, corrupt free staff appraisal, employee performance evaluation, compensation and reward scheme and so on.

Although, several works have been done on the subject matter but relatively little study have been done in Nigeria using the three constructs under study. From the aforementioned, the present study attempts to ascertain the relationship between SHRM practices and employee performance: the moderating role of ICT usage using staff of Warri Refinery and Petrochemical Company (WRPC), {a subsidiary of NNPC}, as a case study.

LITERATURE REVIEW

Strategic Human Resource Management

According to Elhazzam (2015), HRM is defined as the organization function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training. HRM is also a strategic and comprehensive approach to managing people and the work place. The workforce of an organization is said to be the life of an organization (Olajide et al., 2015). SHRM is the process of linking the HR function with the strategical objectives of the organization to improve performance. According to Hee and Jing (2018), the process of developing HR strategies that are horizontally and vertically aligned with one another while using overarching techniques is known as strategic HRM. These strategies outline objectives and plans relating to more specialized

parts of people management, such as resourcing, development and learning, reward, and employee relations, as well as more general organizational considerations, such as organizational effectiveness.

Strategic Human resource Management Practices

According to Schuler and Jackson (1995), Wright and Snell (1991) and Schuler and MacMillian (1984), human resource are considered to be all the organizational activities in order to manage human resources pool (HR) and ensure that these resources are operating appropriately in such a way that meet the organizational pools and objectives. Chen and Huang (2009) argued that SHRM practices include Staffing, training, performance appraisal, reward and compensation, participation.

According to Elhazzam (2015), the main SHRM practices are;

Recruitment and Selection

Recruitment is the process to fully fill the offered work positions in sufficient number and qualities of the applicants, as well as to meet the expectations and requirements of the organization. Recruitment is using the analysis of the job in order to select and identify the needs and requirements of the organization.

Human resource Planning

Human Resource Planning is the process whereby organizations determined the staffing support they will need to meet business needs and customers' demands. This planning is impacted by a number of factors, such as upcoming retirements and transfers, the availability of people with specific skill sets, and changes in the environment that might necessitate training for current employees.

Training and development

Organizations can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research shows that spending on staff training in problem solving, teamwork, and interpersonal relationships pays off at the corporate level.

Compensation

Compensation is a monetary and non-monetary rewards employees receive in return for the work they do. Monetary rewards include basic salaries, incentives and stock options, whereas non-monetary rewards are indirect financial rewards employees receive for their work performance.

Performance Appraisal

Organization can monitor the development of desired employee attitudes and behavior through the use of the appraisal mechanisms. This appraisal based information could be used for changing the selection and training practices to select and develop employees with the desired behavior and attitudes. However, the effectiveness of skilled employees will be limited unless they are motivated to perform their jobs. However, for the purpose of this study, only recruitment and selection, training and development, compensation and performance appraisal will be used.

Employee Performance

According to Hawthorne studies and numerous other study works on worker productivity, it has been shown that individuals who are satisfied with their occupations perform better on the job and are therefore more likely to stay in those positions than those who are not (Landy, 1985). Additionally, it is claimed that dissatisfied employees are less motivated to perform well and are more likely to leave the company. Employee performance is higher when workers are content and happy, and management finds it simple to inspire top performers to meet company goals (Kinicki and Kreither, 2007)

“A term typical to the Human Resource field, employee performance is everything about the performance of employee in a firm, company or an organization. It involves all aspect which directly or indirectly affect and relate to the work of the employees (Ele, Enya, Okongo, Eja and Mbam, (2021). Employee’s performance is important for an organization to make all necessarily effect to help or prevent low performance. Planning involves creating goals, developing strategies, and outlining activities and timelines to achieve the goals. Performance is broken out into five elements: motoring, developing, rating, and rewarding.

The monitoring phase is when the goals are evaluated to see how well they are being met. Monitoring entails continuously gauging performance and informing workers and the work group of their standing in relation to goals. Continuous observation offers the chance to assess how well personnel are achieving predetermined requirements and to adjust unrealistic goals. Rating the progress of employee and rewarding every of his/her good efforts, motivates the employee in performing the assigned job task more efficiently and effectively. The rating is to summarize employed performance which can be beneficial when looking at and comparing performance over time or among various employees.

Information Communication Technology (ICT)

ICT is an acronym for information communication technology and it refers to technologies that provide access to information through telecommunications. Moomal and Masron (2015) defined ICT as the various technologies, which help people to communicate via sending and receiving information wherever they are. They differentiated ICT and e-business by defining e-business as the interaction and serving of the customers via outline services. ICT has been described as the life blood of an organization (Olajide et al., 2015), hence whenever new technologies are introduced into a business or an organization, changes occurs in all of the organization’s operation. ICT creates globalization that affect business environment and revolutionize the structure and performance of the organization around the globe. The frequent advancement of ICT affects the business strategies and management functions of the human resource within the organization.

Businesses in the world today are faced with a major challenge in the global economy which is how to manage rapid and radical technological change. Technological innovations to a large extent determine organizational competitiveness. The body of knowledge of an organization, her skills, procedure, machines and tools are all grouped as the technology of the organization. Negrophone (2010) in Moomal and Masrom (2015) noted that changes in technology have really affected most industries worldwide. Globalization was influenced by communication technology. Digital technology integrates the world and it allows organizations to manage their channels of communication”. Information communication technology is similar to information technology (IT), but focuses primarily on communication technologies. This includes the internet wireless networks, cell phones, and other communication mediums.

Ezeh (2013) explained that ICT includes an extensive scope of traditional and modern media which can be divided into three groups namely, new ICTs, old ICT and very old ICTs. New ICTS as explained by Ezeh (2013), consists of contemporary technologies including videos conferencing, CD-ROM, satellites, GPS, wireless phones, computers, internet services, web, email. Old ICTs consists of the technologies that have been used for several decades which include but not limited to radio, television, telegraphs, films, theatre and cable phones, audio and video cassettes. Very old ICTS include technology that have been used for several centuries such as newspapers, posters, books, photo albums and human interactions, markets, and plays. (Obayelu & Ogunlade, 2006).

ICT is seen as an umbrella term that includes all technologies for acquisition, processing, storage and dissemination of vocal, textual, prictoria and numerical information. As a matter of fact, ICT is a composite term, which consists of three important concepts. To fully understand ICT, one must understand the three concepts, that is, information, communication and technology. Information is defined as data that have been consolidated and organized in a way that people can use. Information is always conveyed as the content of a message. Information can be encoded into various form for transmission, for instance information may be encoded into signals and transmitted via signals.

Strategic Human Resources Management (SHRM) Practices and Employee Performance

The systematic studies that linked HRM practices and performance were published by (Gerhart, Milkovich and Murry, 1992, Arthur 1994; MacDuffie, 1995, Guest, 1997). Thereafter a large number of researches were conducted on different sectors of different countries. Most of the researches showed significant impact of HRM practices on employee's performance. Employee performance is directly linked with the performance of the organization (Hassan, 2016). HRM practices are perceived by the employees as organizational resources that facilitates their work. (Demerouti et al., (2001) defined organizational resources as those organizational facets attached or available for a job which are not only helpful in reaching work targets but also instigate individual's growth and development. It is suggested by researchers that HR practices like training and autonomy increases perceived organizational support which in turn increases job performance of employees (Rhoades and Eisenberger, 2002).

Generally, the right use of human resource practices showed best result in high performance almost in every type of organization and countries. However, there are many criticisms made on HRM in developing countries due to its effectiveness (Bennell, 1994; Budhwar & Debrah, 2001). Most of the researchers argue that in developing countries, there are low level of salaries, short term rewards for performance and lack of training opportunities for employees (Grindle and Hilderbrand, 1997). These could arise as a result of poor implementation of the HRM practices which in turn result in poor performance of employees in the organization. Successful organizations consider the HRM practices as a crucial factor that directly affects the employee's performance. Zehir, Muceldili and Zehir, (2019) argues that organizations must hire skilled and capable employees in order to be successful in today's global environment.

Jouda, Ahmad, & Dahleez, (2016) examined the impact of HRM Practices on Employees' Performance at Islamic University of Gaza (IUG) in Palestine. In particular, the primary data was collected through standard questionnaires from a randomly selected sample of 115 employees (faculty and non-faculty members) of IUG. The multiple regression model was used to analyze the data SPSS22. The finding of the research study reported that HRMPs (recruitment and selection, training and development, compensation and incentives, performance and appraisal) are positively related to employees' performance. It therefore, recommended that in order to increase its employees' performance, the university management should implement the HRMPs to increase their efficiency on the university performance.

Hassan (2016) investigated how HRM practices affected workers' performance in Pakistan's textile sector. Data for the study were gathered using random sample techniques, and 68 textile sector employees were given questionnaires based on 34 items to complete. Pearson correlational statistical methods and regression analysis were applied to the data to examine the relationship between methods for HR management and employee performance. The outcome showed that employee performance is positively impacted by HRM strategies such pay, planning one's career, performance reviews, training, and employee involvement. The study revealed that employee's performance can be increased by giving employees an opportunity to make effective decisions. It was concluded that HRM practices can enhance the employee's level of performance which influence the perception of employees about performance. It was therefore recommended that the organization should implement these practices to achieve their desired goals and also to revive their HR policies. Base on the above discussion, we hypothesize that

- H₁: Recruitment and Selection is related to Employee Performance.
- H₂: Compensation is related to Employee Performance.
- H₃: Training and Development is related to Employee Performance
- H₄: Performance Appraisal is related to Employee Performance.

The moderating effect of ICT usage

The use of ICT has been recently expended due to its various capabilities and benefits. More specifically, ICT have been recognized for helping firms in the exchange and sharing of media and information that have the potentials to facilitate collaboration, knowledge creation, easy and quick task accomplishment and cost reduction

in carrying out the activities of the human resource practices in an organization (Lima, Marcon, Echeveste, Maronding, and Frank, 2017).

ICT is spreading throughout every sector of the economy and has implication for almost every enterprise. By the use of ICT gadgets, many time consuming calculations and tough tasks have become easier and performance in the workplace has been increased. ICT has affected organizations positively by improving timely distribution of relevant information through the media and improved communication in the organization through social network, emails etc.

Research has proven that one of the supporting pillars which can contribute to the fulfillment of the personal policy is the use of ICT in HR. ICT – a catchall term of techniques associated with mobile communication, internet, new media and PCs – allow companies to improve their internal processes, core competencies, organizational structures as well as relevant markets on global scale. It plays a critical role in leveraging and complementing human and business resources. Communication in an organization is greatly enhanced through the usage of ICT. In other words, the use of electronic mailing systems, memo dispatch system and other systems of ICT has made the performance of employees in communicating with colleagues and management to be more effective and prompter. Following that, Human resource Management must aim at achieving the competitiveness of the company in the HR by means of providing constant educational and training programs for personal development of employees.

The study called “Effects of HRM practice on IT usage” (Lee & Lee, 2009) shows that organization use technology for HR field such as employee participation, clearly defined jobs and extensive training. According to Ravichandran, Liu, Han, & Hasan, (2009), Islam, Islam, Bakar and Mat, (2017), ICT usage in an organization plays a major role in moderating human resource practices and employee performance. Human resource practices which entail recruitment and selection, compensation, performance appraisal, training and development and human resource planning would be inch free without the usage of ICT. Human resource practices are done by human resource personnel who are employees in the organization, these employees are incapacitated to an extent in the absence of information communication and technology notably in the notification of recruited persons after the success of a recruitment exercise.

ICT is currently permeating every aspect of human life. ICT is seen as a crucial tool that facilitates acquisition, use and management of information that is critical in decision making. The concept of information communication technologies has received numerous explanations in term of it meaning. Various researchers and authors have different meaning and write up in ICT, some of which have been discussed previously. In addition to what has been discussed in this research work, Oliver (1999) posits that ICT is the science that investigate the properties and behavior of information, the force governing the flow of information and the means of processing information for optimum accessibility and usability. The World Bank (2007) definition of information communication technologies states that ICTs involves the use of hardware, software, networks and media for the collection, storage, processing, transmission and presentation of information (voice, data, text, images) as well as related services.

Employees have evolved over the past few decades into an organization's most valuable asset, and HRM has grown in importance (Schuler, 1990). The issue with technical advancements is that individuals generally do not interact with them and do not take part. Walker and Watson (2002) contend that when a technology is introduced, clear and exact operational models must be provided, and leading proponents should be enlisted. A significant change in the world was brought about by the emergence of ICTs. ICTs have an impact in a wide range of fields as technologies that enable massive information exchanges. Traditional HRM had been marked by an excessive amount of paperwork and protracted administrative processes, which slowed down the entire process. In this study, the ability of an organization to carry out its operations more quickly and inexpensively is referred to as HRM efficiency. At such, the introduction of the use of ICTs becomes an important and necessary approach in every human resource department of each and every organization so as to efficiently and effectively discharge its duties and function.

The usage of ICT is seen in modern HRM as a driver for operational efficiency. Constantly rising investments in ICT and related management tools in developing nations reinforce this viewpoint (Kuyoro, Awodele, & Okolie,

2020). As a result, there has been little to no space for debate over the idea that "individuals" are among the primary assets that decide a company's achievement or failure, and as a result, the significance of these individuals' knowledge, abilities, attitudes, and actions for the advancement of an organization. The adoption of ICT in delivering Human Resource Management functions, due to the digital revolution in the world is such a tool that organizations have employed to manipulate the performance and behavior of the people on whom they rely on to achieve business success" (Kovach and Hughes, 2002).

SHRM practices such as recruitment and selection, compensation, training and development, HR planning, performance appraisal and the like of other, requires the usage of ICT tools such as software and applications that could be used for the purpose of handling massive and cumbersome job operations. Such software and applications includes; Microsoft word, Microsoft excel, human resource software, staff management software and lots more.

Therefore, it is still clear that in order for technology to assist efficient HRM performance management in businesses, it must be equipped to provide access to both written information and, more crucially, knowledge held by people who represent the organization's primary resources (assets). ICT is one of the new technologies that have affected the organizational and industrial environment around us. Until a few decades ago, it was hard to imagine that such technology could affect business environment around us in such an extensive way. Following the expansion of business activities, globalization and rapid changes in the organizations' environment, information is considered as a strategic factor to the extent that today it is seen as a powerful tool in dealing with environmental problems and challenges as well as a tool that makes proper use of opportunities. Accordingly, the establishment of an appropriate information system using ICT for collecting, processing and storing of data is of vital importance. Although ICT and the use of computer have never replaced for human decision making, their power to help managers and employees to make the right decisions using accurate information and speeding up tasks cannot be neglected (Rezaii et al., 2014).

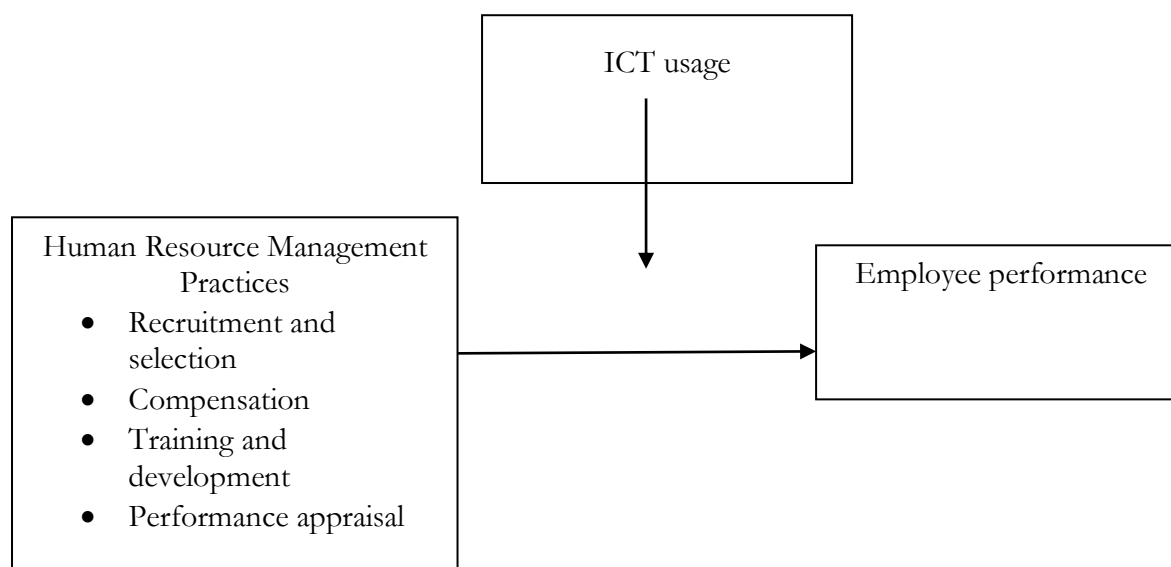
Technology can be taken as one of the strategic factors which can help improve business productivity. Productivity improvement, service quality improvement, cost retention, individual's job satisfaction and long term profitability are among the expectations of those researchers dealing with ICT (Law and Jogaratnam, 2005). According to Law and Jogaratnam, (2005) finding, there is an indication that information technology investment has positively affected productivity from 1995 to 2003. Information and communication technology (ICT) has not only changed the work styles of the organizations but also has considerably increased efficiency and employees performance, the growth of any company, in addition to capital, intelligent human resources and good production techniques.

Al-Gedaia (2008) in his study found a positive association between ICT usage level, overall business performance, internet usage level and teamwork. The most important recommendation from the study is the activation of the use of ICT tools among the organizational units because of its impact on facilitating and accelerating the performance of the operations. Optimizing the use of the internet by dealing with suppliers and customers as one of the most important low cost strategic resources as a major source of competitive advantage. And the harmonization between the acquisition and advanced computers and the utilization of the potentials and the potential of these devices to exploit the maximum capacity in the performance of business to achieve the main goal of ownership as an investment of resources and not exclusive luxury furniture.

Islam et al. (2017) investigated how ICT expertise moderate the relationship between Bangladeshi teacher educator development and HRM practices. This survey included 210 teacher educators from 21 Bangladeshi teacher training institutions. Surveys were used to get the data. The primary statistical method used in the study was the Partial Least Squares method for structural equation modeling. The study's conclusions showed that the association between HRM practices and TED was significantly impacted by moderating variable ICT skills. As a result, ICT training should be a priority in teacher education programs in order to improve HRM procedures in TED. The review of various research works has help to establish for a fact that ICT in an organization has help to improve the performance of the organizations employees. The existence and usage of ICT help simplifies the cumbersome nature of an organizations operation, reduce cost of operation, increases the speed of work done and help to ensure the efficiency of all organization resources.

A study by Lima et al., (2017) which was aimed at investigating the use of information communication technology (ICT) as a moderating variable of the relationship between lean product development (LPD) and firm performance collected data from 470 questionnaires of which 110 usable responses were analyzed. The result indicated that ICT have a significant impact on performance indicators when considered independently. It also show that lean practice of factory set up focused on families of products has a significant effect on product development (PD) process when moderate by ICT, further indicating that the greater usage of ICT facilitates this practice and drives companies towards performance improvements. From this discussion, we hypothesize that H₅: ICT usage will moderates the relationship between SHRM practices and employee performance.

The conceptual framework of the research as represented by the table below:



Source: Author's conception

Gap in literature

Related literatures have been reviewed both with respect to ICT, HRM and their practices, and also employees' performance. The concepts relating to the study were discussed and thus it was noted from both the empirical and theoretical review that there exist a relationship between the study variables. However, a study that establishes the role of ICT as a moderator between SHRM practices and employee performance have not been done. Therefore, this study will add to knowledge by indicating that ICT actually moderates the relationship between SHRM practices and employees' performance using employees working at the Warri Refining and Petrochemical Company (WRPC), a subsidiary of NNPC, as a case study.

METHODOLOGY

The descriptive survey research design was adopted in this study. The population of this research consists of the staff of Warri Refining Petroleum Company, a subsidiary of Nigeria National Petroleum Corporation (NNPC), Nigeria. The staff which includes management, senior and junior staff has the total population of four hundred and seventy five (475) excluding contract staff of the company. The Taro Yamane formula of 1964 and Bowley's proportion technique was applied to determine the sample of the study. It was used to sample 118 employees from the population as participants of the study. A total number of 118 questionnaires were sent to the participant of the study. 109 were retrieved out of which 100 were fully completed. The method of data analysis utilized in this study was the Pearson correlation and multiple regression analysis. Multiple regression analysis was also used to validate the moderating role of IC usage on the relationship between SHRM practices and employee performance. Microsoft excel software was also used to create tables and perform data entry.

Model Specification

The research model built for this study was:

$$ep = f(rs, c, td, pa)$$

$$ep = \partial_0 + \partial_1 rs + \partial_2 c + \partial_3 td + \partial_4 pa + E_1 \text{---model (i)}$$

$$ep = f(rs, c, td, pa, iu)$$

$$ep = \beta_0 + \beta_1 rs + \beta_2 c + \beta_3 td + \beta_4 pa + \beta_5 iu + E_2 \text{---model (ii)}$$

Where ep = employee performance

rs = recruitment and selection

c = compensation

td = training and development

pa = performance appraisal

iu = ICT usage

E_1, E_2 = error terms

$\partial_0, \dots, \partial_4$ = coefficients

$\beta_0, \dots, \beta_5$ = coefficients

RESULT AND DISCUSSION OF FINDINGS

Table 1 below shows the mean and standard deviation of the research variables. As shown in the table, the mean of the variables ranges from 3.41 to 4.37 with $rs=4.09$, $c=3.41$, $td=3.63$, $pa=3.61$, $iu=3.70$ and $ep=4.37$. In addition, the standard deviation also ranges from 0.37 to 0.80 with $rs=0.55$, $c=0.67$, $td=0.80$, $pa=0.65$, $iu=0.37$ and $ep=0.40$. The cronbach alpha coefficient of all the study variables exceeded the 0.70 cut-off (cronbach, 2004)

Table 1: Mean/Standard Deviation

Variables	Mean	Std Dev.	Min.	Max	Cronbach Alpha
Rs	4.09	0.55	1	5	0.71
C	3.41	0.67	1	6	0.73
Td	3.63	0.80	1	5	0.87
Pa	3.61	0.65	1	6	0.77
Iu	3.70	0.37	1	4	0.70
Ep	4.37	0.40	1	5	0.72

Where, iu = ICT usage, rs = recruitment and selection, c = compensation, td = training and development and pa = performance appraisal ep = employee performance.

Table 2 below indicates correlation matrix between HRM practices (independent variables) and employee performance (dependent variables). As indicated by the table, the correlation between rs and ep has a significant positive correlation with coefficient value of 0.2854 ($r=+0.29$, $p=0.01<0.05$), c and ep has a positive correlation with coefficient of 0.0049 ($r=0.01$, $p=0.82>0.05$), td and ep are negatively correlated with coefficient value of -0.0705 ($r=-0.07$, $p=0.76>0.05$), pa and ep are positively correlated with coefficient value of 0.0505 ($r=0.05$, $p=0.81>0.05$).

Table 2: Pearson Correlation Matrix

	Rs	C	Td	Pa	Ep
Rs	1.0000				
C	0.3455*	1.0000			
Td	0.0456	0.5314*	1.0000		
Pa	0.0446	0.6107	0.6006*	1.0000	
Ep	0.2854*	0.0049	-0.0705	0.0505	1.0000

* $P<0.05$

Where, **rs** = recruitment and selection, **c** = compensation, **td** = training and development and **pa** = performance appraisal.

Hypotheses Testing and Interpretation

Human Resource Management Practices are related to employee performance

Table 3a below shows that the value of “R-Sq” was 0.1171 (0.12). This explains 12% variance of the relationship between **rs**, **c**, **td**, **pa** and **ep**. Therefore, strategic human resource management practices are related to employee performance. Thus, **H₁** cannot be rejected.

Table 3a: Multiple Regression Analysis Table

Mvreg ep = rs c td pa

Equation	Obs	Parms	RMSE	“R-Sq”	F	P
e.g	100	5	3824307	0.1171	3.151283	0.0177

H₁: Recruitment and Selection is related to employee performance

As indicated in table 3b below, recruitment and selection (**rs**) was positively and significantly related to employee performance with ($\beta=+0.25$, $t=3.26$, $p=0.002<0.05$). Thus, **H₁** cannot be rejected.

H₂: Compensation is related to employee performance

From table 3b below, compensation (**c**) indicates no significant relationship to employee performance with ($\beta=-0.109$, $t=-1.34$, $p=0.184>0.05$). Thus, **H₂** was rejected.

H₃: Training and Development is related to employee performance

As shown in table 3b, training and development (**td**) have the value of ($\beta=-0.0599$, $t=-0.96$, $p=0.340>0.05$), it is therefore concluded that training and development is not significantly related to employee performance. Thus, **H₃** was rejected.

H₄: Performance Appraisal is related to employee performance

From table 3b below, performance appraisal (**pa**) with value of ($\beta=-0.135$, $t=1.62$, $p=0.108>0.05$) shows that performance appraisal have no significant relationship with employee performance. Thus, **H₄** was rejected.

Model description

$$ep = f(rs, c, td, pa)$$

$$ep = \partial_0 + \partial_1 rs + \partial_2 c + \partial_3 td + \partial_4 pa + Ei \dots$$

$$ep = 3.446 + 0.250rs + -0.109c + -0.059td + -0.135pa + 0.117$$

These estimates shows the relationship between the independent variables (**rs, c, td, pa**) and the dependent variables (**ep**). These coefficient estimates shows the amount of increase in **ep** that would be predicted by 1 unit increase in the predictor.

Table 3b: Regression analysis table

Ep	Coef	Std. Err	T	P>/t/	(95% conf. interval)	
Rs	0.250	.0767	3.26	0.002	.098	.402
C	-.109	.0817	-1.34	0.184	-.272	.053
Td	-.059	.0625	-0.96	0.340	-.1842	.064
Pa	-.135	.0834	1.62	0.108	-.0301	.301
-cons	3.446	.3589	9.60	0.000	2.734	4.159

Where, **rs** = recruitment and selection, **c** = compensation, **td** = training and development and **pa** = performance appraisal.

H₅: ICT usage moderate the relationship between the identified human resources management practices and employee performance

As shown in table 3a, the value of “R-Sq” was 0.1171 (0.12), this indicates that recruitment and selection, compensation, training and development and performance appraisal explained 12% variance in employee performance. However, when ICT usage (iu) was included in our model as shown in table 3c, the value of “R-Sq” increased to 0.1909, indicating that recruitment and selection, compensation, training and development, performance appraisal and ICT usage explained 19% variance in employee performance. Thus, ICT usage is a moderator of the relationship between employee performance and SHRM practices. Thus, H₅ cannot be rejected.

Table 3c: Multiple Regression Analysis showing the effect of the moderating variable.

Mvreg ep = rs c td pa iu

Equation	Obs	Parms	RMSE	“R-Sq”	F	P
e.g	100	6	.3680437	0.1909	4.436456	0.0011

Discussion of findings

The primary objective of this study was to investigate the relationships between SHRM practices and employees’ performance and the moderating role of ICT usage. The result unveiled a significant relationship between SHRM practices (recruitment and selection, compensation, training and development and performance appraisal) and employee performance. The finding was also supported by Tabiu and Nura, 2013; Qureshi, Ramay and Marwat 2006; Jouda et al, 2016) whose result showed that HRM practices and activities have a significant effect on the performance of employee. However, the result of the multiple regression analysis in table 3b indicates that, out of the four (4) HRM practices examined, only recruitment and selection (rs) having the P>/t/ value of 0.002 which is less than alpha (0.05) is statistically significant at 0.05 level of significance. It is therefore, the only predictor of employee performance, while training and development (td) with p>/t/ value of 0.340, compensation (c) with p>/t/ value of 0.184, performance appraisal (pa) with p>/t value of 0.108 had no significant effect on employee performance. The findings are supported by Alusa and Kariuki, (2015), whose result also indicated that training and performance appraisal had no significant effect on employee performance. This was also supported by a study conducted by Hee and Jing, (2018), whose result also indicated there is no significant relationship between compensation and benefits and employee performance. The insignificance of training and development to employee performance can be attributed to the cost incurred in investing on training programs. Drucker (1999) argued that training is an expensive measure in attempting to improve employee performance. Therefore, some

organizations may feel reluctant to organize training programs for their employee. With regards to compensation, Collins and Clark (2003) suggested that most of the companies used performance based compensation in terms of rewarding their employees which in turn have a positive influence on the employees. Nevertheless, the outcome of this study contradicts these expectations. This can be attributed to Maslow's Hierarchy of needs, in that the satisfaction of a particular level of need can no longer serve as a motivation. When the physiological and safety needs of the employees' have been met, they may not feel motivated to perform better than necessary. From the findings, it appears that there are little or no benefits attributed to employees' after performance appraisal. Lack of feedback mechanism, rewards and benefits after appraisal does not motivates employees to put more effort in their performance.

The empirical review established a significant relationship between the SHRM practices and employee performance; however, this study differs from other research, in that, it is tested for the moderating role of ICT on the relationship between HRM practices and employees performance. The finding indicates that ICT usage fully moderates the relationship between SHRM practices and employee performance and this is shown in table 3c where the "R-Sq" value is 0.1909. It therefore implies that the development of ICT have significantly enhanced HRM practices and functions. The moderation level shows that the use of ICT has a positive effect on HRM practices and this collaborates with the result of Kovach and Hughes (2002). Therefore, ICT usage in HRM department makes their operations faster, convenient, cheaper and reliable for practices such as recruitment and selection and the likes of others, and this will in turn have effect on the performance on employee.

Conclusion and recommendations

The study was carried out to determine the moderating role of ICT usage on human resources management practices and employees' performance. The result of this study unveiled that there is a relationship between SHRM practices and employee performance. Also, in ascertaining the moderating role of ICT, the results were able to establish for a fact that ICT usage in the organization have significant influence in moderating the relationship between human resource management practices and employee performance. Since the result of the study indicates a significant relationship between SHRM practices and employee performance, it is therefore recommended that the organization under study should improve on these HRM practices so as to enhance effectiveness in influencing employee performance. The use of ICT enhance efficiency in carrying out human resource management practice, therefore, the organization under study should improve on the use of ICT for faster and effectiveness of operation.

REFERENCES

1. Al-Gedaia, M. (2008). The level of use of ICT tools and its impact on organizational performance in Jordanian Industrial Companies Public Shareholding, *Jordan. Journal of Business. Administration*, volume 4, issue 2.
2. Alusa, K. & Kariuki, A. (2015). Human Resource Management Practices, Employee outcome and performance of Coffee Research Foundation, Kenya. *European Journal of Business and Management*, 7 (3), 7279.
3. Arthur, J.B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academic. of Management Journal*, 37(3), 670-687.
4. Bateman, T.S, and Zeithaml, (1993), *Management: functions and strategy*, 2nd edition. Burr Ridge, Illinois, Irwin.
5. Bennell, P. (1994) Improving the performance of the public sector in LDCs: new approaches to human resource planning and management. *Occasional paper No. 25. Genova: ILO*.
6. Burhwar, P., & Debrah, Y. (2001). Human resource management in Developing Countries. *London: Routledge*, Pp.1-15.
7. Chen, C.J., & Huang, J.W. (2009). Strategic human resource practices and innovation performance. The mediating role of knowledge management capacity. *Journal of Business Research*. 62 (1), 104-114.
8. Collins, C.J., Clark, K.D. (2003). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academics of Management Journal*, 46 (6), 740 -751.

9. Davis, F.D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS quarterly*, 13(3), 319-340.
10. Demerouti, E. Bakker, A.B., Nachreiner, F. & Schaufeli, W.B. (2001). The job demand resources model of burnout. *Journal of Applied Psychology*. 86, 499-512.
11. Drucker, P. (1999). The Shape of things to come, leaders to leaders: Enduring insight on leadership. *Drucker Foundation Award Winning Journal*, 109-120.
12. Drucker, P. (2001). Tomorrow is closer than you think. Peter Drucker explain how it will differ from today and what needs to be done to prepare for it. The economist, November, 3rd 2001 edition
13. Ele A.A., Enya F.E., Okongo N.J., Eja B.R., Mbam J.N. (2021), Correlation Between Job Analysis and Corporate Performance of Business Organizations in Nigeria: A Study of Niger Mill Plc Calabar. *International Journal of Entrepreneurship and Business Innovation* 4(1), 61-81. DOI: 10.52589/IJEBI-A53IJGYX
14. Elhazzam, M. (2015). The effect of ICT on Human resources Management Practices, Int. J. of Innov. Resear. in Engin. and Mgt (IJIREM), 2(3), 35-38.
15. Ezech, A.N. (2013). Extension agents access and utilization of information and communication technology (ICT) in extension service delivery in South East Nigeria. *Journal of Agricultural Extension and Rural Development*, 5 (11), 266-276.
16. Gerhart, B., Milkovich, G.T., & Murray, B. (1992). Pay, performance and participation. In D. Lewin, O. Mitchell, & P. Sherer (Eds.), *Research frontiers in Industrial relations*, pp. 193-235. Madison, WI: Industrial Relations Research Association.
17. Grindle, M.S. & Hilderbrand, M.E. (1997). Building sustainable capacity in the public sector: What can be done? In M.S. Grindle (Ed.), *getting good government: capacity building in the public sector of developing countries* (Pp.31-61). Cambridge, MA: Harvard University Press.
18. Guest, D.E. (1997), Human resource management and performance: a review and research agenda. *International journal of human resource management*, 8(3), 263-276.
19. Hassan, S. (2016). Impact of HRM Practices on Employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6 (1), 15-22.
20. Hee, O.C., & Jing, K.R. (2018). The Influence of HRM Practices on Employee Performance in the Manufacturing Sector in Malaysia. *International Journal of HR Studies*, 8(2), 129-147.
21. Inyang, B.J. (2001). Harmonization, HRM practice in the public and private sector. *Human resource Management* 10 (7).
22. Islam, M., Islam, A., Bakar, R.B., and Mat, N. (2017). The moderating effect of ICT skill on relationship between HRM practices and teacher's educator development in Bangladesh. *International Journal of Ethics in Social Sciences*. Vol.5, No. 2. Pg 46-72
23. Jouda, A.A., Ahmad, N.U., & Dahleez, K.A. (2016). The Impact of Human Resource Management Practices on Employees performance. *International review of management and marketing*, 6(4), 1080-1088.
24. Karanja, D. (2016). Integration of ICT in Human Resource Management; case of Kenyan Higher Education. *Journal of Research and Method in Education*, 7(2), 34-41.
25. Kinicki, A. & Kreitner, R. (2007). *Organizational behaviour*, New York. McGraw Hill.
26. Kovach, K., & Hughes, A. (2002). "Administrative and Strategic Advantages of HRIS: Employment of Relations today (p.6).
27. Kuyoro, S.O. Awodele, O. & Okolie, S.O. (2020) "ICT: An effective tool in human development" *International Journal of Humanities and Social Science*, 2 (7), 157-162.
28. Landy, F.W. (1985). *The psychology of work behaviour*. 3rd Ed. Homwood, IL: Dorsey Press.
29. Law, R., & Jogaratnam, G. (2005). A study of hotel information technology application. *International Journal of Contemporary Hospitality Management*, 17 (2), 170-180.
30. Lee, C.S. & Lee, C.H. (2009). Effects of HRM Practices on IT usage. *Journal of Computer Information Systems*, 50(2).
31. Lima, M.J.F., Marcon, A., Echeveste, M.E.S. Maronding, G.A., & Frank, A.G. (2017). Moderating Effect of ICT on LDP's Impact on Firm Performance. *Industrial and Systems Engineering Conference*.
32. MacDuffie, J.P. (1995). Human resource bundles and manufacturing performance, organizational logic and flexible production systems in the world auto industry. *Industrial labour relations review*, 48 (2), 197-221.
33. Moomal A., & Masrom M. (2015), ICT Development and its impact on e-Business and HRM strategies in the organization of Pakistan. *Journal of Advanced Management Science*, 3(4), 344-349.

34. Nduati, M.M., and Wanyoike, R., (2022). Employee performance management practices and organizational effectiveness. *International Academic Journal of Human Resource and Business Administration*, 3(10), 361-378
35. Negrophone, N. (2010). Will everything be digital; the future of technology, USA: Time Magazine, July 3; pg 9.
36. Obayelu, A.E. & Ogunlade, I. (2006). Analysis of the uses of Information and Communications Technology for Gender Empowerment and Sustainable Poverty Alleviation in Nigeria. *International Journal of Education and Development using Information and Communication technology (IJEDICT)*, 2(3) 45-69.
37. Olajide, O.T., Akingbade W.A., & Oladimeji M.S. (2015). Influence of information and Communication Technology on Human Resource Management in selected manufacturing firms in South west, Nigeria. *Journal of Management Research*, 7(1), 26-33.
38. Oliver, R. (1999). Exploring strategies for online teaching and learning. *Distance Education – An International Journal*, 20(3).
39. Piabuo, S.M., Piendiah, N.E., Njamnshi, N.L., & Tieguhong, P.J. (2017). The impact of ICT on the efficiency of HRM in Cameroonian Enterprise. *Journal of Global Entrepreneurship research*, 7 (7).
40. Qureshi, M.T., Ramay, I.M., Marwat, Z.A. (2006). Impact of Human Resource Management Practices on Organizational Performance in Pakistan. Mohammed Ali Jinnah University, Islamabad.
41. Ravichandran, T., Liu, Y., Han, S. & Hasan, I. (2009). Diversification and Firm Performance: Exploring the moderating effect of Information Technology Spending. *Journal of Management Information System*, 25(4), 205-240.
42. Rezaei, M., Zare, M., Akbarzadeh, H., & Zare, F. (2014). The effect of Information Technology (IT) on Employee Productivity in Shahr Bank. *Applied Mathematics Engineering, Management and Technology: 1208-1214*.
43. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87 (4), 698 -714.
44. Schuler, R.S. (1990). "Repositioning and Human Resource Function" Transformation or Demise? *Academy of Management Executive* 4(3), 49-60.
45. Schuler, R.S., & Jackson, S.E. (1995). Understanding Human Resource Management in the context of organizations and their environment. *Annual Review of Psychology*, 46 (1), 237-264.
46. Schuler, R.S., & Macmillan, I.C. (1984). Gaining competitive advantage through human resource management practices. *Human resource Management*, 23(3), 241-255.
47. Tabiu, A., and Nura, A.A. (2013). Assessing the effects of Human Resource Management (HRM) Practices on Employee Job Performance, A Study of Usman Dan Fodio University, Sokoto, *Journal of Business Studies Quarterly*, 5(2), 247-259.
48. Walker & Watson, (2002). E-HR: Getting results along the journey. Retrieved October 7, 2003.
49. World Bank (2007). Report on Education for All.
<http://web.worldbank.org/website/external/topics/EXTED>
50. Wright, P.M., & Snell, S.A. (1991). Towards an integrative view of strategic human resource management. *Human Resource Management Review*, 1(3), 202 – 225.
51. Zehir, C., Muceldili, B. and Zehir, S., (2019). The role of strategic human resource practices on business performance. *The European Proceeding of Social and Bahvioural Sciences*.