Electronic Human Resources Management and Organization Performance of Selected Fast-Moving Consumer Goods in Lagos State, Nigeria

ADELEKE Adeniyi Muideen1

BARRETTO Omolara Abidemi2

FALABAKE Olakunle Owoseni3

1 & 2Department of Business Administration and Marketing, Babcock University, Ilishan Remo, Ogun State

3Babcock University, Ilishan Remo, Ogun State

Corresponding Author: 1adelekead@babcock.edu.ng

2barettoo@babcoçk.edu.ng

3olakunlefalabake@gmail.com

Abstract

Organizational performance in Fast-Moving Consumer Goods (FMCGs) is increasingly influenced by the adoption of Electronic Human Resources Management (E-HRM), which encompasses practices such as e-selection and e-performance management. However, in the Nigeria FMCGs sector performance have been on the decline, evidenced by limited flexibility and decreased productivity which linked to ineffective implementation of E-HRM systems. This study, therefore, examined the effect of E-HRM on organizational performance of selected Fast-Moving Consumer Goods in Lagos State, Nigeria. The study adopted survey research design. The population of the study comprised 660 regular employee from selected Fast-Moving Consumer Goods in Lagos State, Nigeria. A sample size of 450 employees were determined using the Research Advisor's sample size table. A structured and validated questionnaire was used for data collection. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.71 to 0.90. A response rate of 96.2% was recorded. Data were analyzed using descriptive and inferential (multiple linear and hierarchical regression) statistics at 5% level of significance. Findings revealed that E-HRM components had a joint significant effect on the organizational performance (Adj.R2 = 0.70, $F(5, 432)= 203.35$, $p < 0.05$) of selected Fast-Moving Consumer Goods in Lagos State, Nigeria. Specifically, E-HRM had a significant effect on employee flexibility (Adj.R2 = 0.72, $F(5, 432)= 218.98$, $p < 0.05$) and employee productivity (Adj.R2 = 0.66, $F(5, 432) = 171.55$, $p < 0.05$). The study concluded that Electronic Human Resources Management influenced organizational performance of selected Fast-Moving Consumer Goods in Lagos State, Nigeria.

Keywords: Electronic human resources management, E-selection, E-performance, Organizational performance

Introduction

Organizational performance in Fast-Moving Consumer Goods (FMCGs) are crucial for the overall effectiveness of the growth or employment of any country. Despite efforts to enhance organizational performance in Fast-Moving Consumer Goods (FMCGs), decline were observed in employee effectiveness and a decrease in productivity. These issues may stem from ineffective electronic Human Resources Management (e-HRM) practices. Hence, the need to examine the effect of electronic human resources management on organizational performance of selected Fast-Moving Consumer Goods (FMCGs) in Lagos State, Nigeria.

Globally, attention has been drawn to organizational performance particularly in the FMCG sector. In North America, fast-moving consumer goods firms have been faced with a range of prevailing issues that have significantly impacted their performance. One of the key challenges facing these firms is the increasingly competitive landscape, particularly in the United States, where a multitude of brands vie for consumers' attention and loyalty (Hoskins & Griffin, 2019). This heightened competition has led to a decline in profitability for several FMCG companies, as they engage in price wars. (Saldanha et al., 2021). Additionally, despite the growth in online shopping, many FMCG firms have struggled to adapt their business models to the e-commerce boom, resulting in a decline in competitive advantage as they are faced with logistical challenges and the need for efficient digital marketing strategies (Paraje et al., 2022). Employee flexibility issues in FMCGs sector in Canada present a complex challenge, in which the sector has made strides in adopting flexible work arrangements such as a remote work options, to accommodate changing employee needs, there are still areas that require attention (Batrancea, 2021).

In Africa, FMCGs firms have engaged with a range of pressing issues that have significantly impacted their organizational performance, particularly in terms of profitability and technology innovation (Makaleng et al., 2022). High unemployment rates and income inequality in South Africa have led to decreased consumer spending power, which has, in turn, translated into challenges for FMCG companies in maintaining profitability (Mathu, 2021).

The issue of poor performance of FMCG firms in Nigeria has hampered firm growth and customer satisfaction for FMCG companies (Ikaba & Kpunee, 2021). Statistics indicate that transportation costs in Nigeria can account for a significant portion of a company's expenses, further diminishing profitability and hindering firm growth (Oyedokun & Ayon, 2022). The declining performance in customer satisfaction stems from both these logistical challenges and the rising prices driven by increased production and transportation costs (Ajayi et al., 2021). Collectively, these issues highlight the diverse obstacles faced by FMCG firms in Nigeria, contributing to a noticeable decline in various aspects of organizational performance, including profitability, and customer satisfaction.

Effective electronic human resources management (e-HRM) is crucial for the Nigerian FMCGs sector to improve organizational performance. This is because the sector is highly competitive and complex, requiring competent and well trained employee to meet customer demands and achieve business objectives (Oyoru, 2023). Implementing e-HRM would significantly enhance employee performance and productivity by providing access to real-time information, automating routine tasks and streamlining communication between employees and management (Hyginus et al., 2021). For example, e-HRM would automate recruitment and selection processes, enabling the hiring of qualified and suitable candidates and boost service and delivery process (Kaur, 2021). However, ineffective performance management systems exacerbate the situation, further reducing productivity and employee effectiveness (Ismail et al., 2021). One of the significant challenge of poor e-HRM implementation is risk of data breaches and cyber-attacks. FMCGs industry handles sensitive and confidential information, including customer data and financial records. A weak e-HRM system has often exposed this information to security threats, resulting in significant financial losses, legal liabilities and reputation damage (Milon et al., 2022).

FMCGs industry urgently requires e-training initiatives to bolster employee flexibility, given the rapidly

evolving nature of financial services (Silaen et al., 2021). E-training provides the agility necessary for employees to quickly adapt to new technology, regulatory changes and customer demands, enabling them to remain competitive and responsive in a highly dynamic industry (Al-Shorman et al., 2021)

Review of Literature

Electronic Human Resources Management

According to Azha et al, (2019), electronic human resources management (e-HRM) is a type of human resources 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) established electronic human resources management (e-HRM) as a system used by organization to facilitate the management of their employees. This system allows for automation of processes such as recruitment, payroll, attendance tracking, performance reviews and benefits management. It also provides a platform for communication between managers and employees. Alshurideh et al., (2022) submitted that electronic human resources management (e-HRM) is a technology-based HR system that streamlines and automates the process of managing employee data and activities. It is used to track employee data, monitor attendance, handle payroll and benefits, and manage performance reviews (Ahmed, 2020). Hamad et al. (2019) electronic human resources management (e-HRM) systems is an automated, meaning they can generate reports, schedule tasks and track employee records. According to Jafari et al. (2018), 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.

E-Recruitment also known as online recruitment or electronic recruitment) as stated by Abia and Brown (2020) 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. Hosain et al. (2020) posited that e-recruitment can also include the use of social media sites such as LinkedIn, Twitter and Facebook to reach out to potential candidates. Kucherov and Tsybova (2021) opined that e-recruitment is an online process of attracting and selecting employees through the use of internet-based technologies. This process is primarily used to replace traditional recruitment methods such as newspapers and magazine advertising, job fairs and other recruitment activities. E-recruitment is the process of using digital media, such as internet and social media, to attract and select job applicants (Abia, 2020).

Organizational performance

According to Panda (2024), Organizational performance are measures of how an employee is able to complete tasks and meet goals. These outcomes are often tracked and monitored to evaluate employee productivity and performance. Employee outcomes measure the level of an employee's commitment to the organization and degree to which they are actively involved in their work (Lee & Song, 2022). Pitafi and Ren (2021) postulated that employee outcomes can be broadly defined as the results of an employee's work within an organization and the impact they have on the success of that organization. These outcomes can be ranged from improved morale and productivity to increase sales and profits. Employee outcomes refer to the results of employee performance and organization as a whole. This includes both individual and team results such as productivity, customer service ratings and job satisfaction. Employee outcomes are the results of efforts of individual or team, in terms of how their performance affects the overall success of the organization (Kuswati, 2020).

Organizational performance is a diverse and critical concept that serves as a cornerstone for evaluating an entity's effectiveness and efficiency in achieving its predetermined goals and objectives. This dynamic concept has been approached and defined from various perspectives by scholars such as Musheke and Phiri

(2021) emphasized that it refers to the extent to which an organization meets or surpasses its financial targets and key performance indicators, reflecting its financial performance. Otaigbe and Chinedu (2015) underlined that it encapsulates operational performance, denoting the adeptness with which an organization utilizes its resources to produce goods and services efficiently. Moreover, Das and Hassan (2022) underscored that organizational performance extends beyond financial and operational aspects; it includes the evaluation of innovation and adaptability, gauging an organization's capacity to introduce novel ideas and promptly respond to shifting market demands.

Akpoyibo (2025) who described employee effectiveness as the extent to which employees use their skills, qualifications, competence and experience to perform their jobs successfully and contribute to organizational performance. Oyawale (2025) stated that employee effectiveness relates to employees' ability to maintain effective job performance and productivity; excessive workload and unclear roles can reduce employees' effectiveness. Jumbo (2025) viewed Employee effectiveness reflects the employee's capacity to perform work effectively and efficiently, including the ability to respond to work arrangements and achieve expected performance outcomes.

According to Davidescu et al., (2020), stated that employee flexibility is ability of an employee to adapt to changing work conditions and requirements. This includes being able to switch from one task to another with ease, adjusting work schedules to accommodate personal needs and taking on new responsibilities as needed. Employee flexibility is the ability of the organizations to adapt their work force to the changing needs of the business (Sabuhari et al., 2020). This could involve allowing employees to work from home, creating flexible working hours and encouraging employee to take on additional training and development opportunities. Employee flexibility is ability of an organization to respond quickly to changes in the market or in customer demand (Choudhury et al., 2021).

Sutrisno and Sunarsi (2019) identified employee productivity as the measure of how efficiently company's employees are working, typically expressed as the ratio of output (products or services) to input (hours worked). Employee productivity is a measure of the efficiency of a worker or group of workers in completing tasks or producing output. It is usually expressed as the ratio of output (products or services) to input (hours worked) Ma & Ye, 2019. Employee productivity is the amount of output generated by a given amount of employee effort. It is a measure of how effectively the company is utilizing its workers and be expressed as a ratio of the output to input. The higher the ratio, the more productive the employee (Esthi, 2020). Employee productivity is the ratio of the amount of output generated by a worker or group of workers in a given time period to the amount of time spent on the task. This ratio is a measure how efficiently the company is using its employees and is typically expressed as a heritage. According to Galanti et al., (2021) Employee productivity is directly linked to profits, as employees who are productive are better able to generate sales, reduce costs and develop new products. A productive workforce is more likely to be able to produce higher quality work, as they are better able to complete tasks on time, with fewer errors (Ehsan & Ali, 2019).

Electronic Human Resources Management and Organizational performance

In the study Oyotu (2023), it was found that various E-HRM practices have different effects and organizational performance in the manufacturing industry in Bangladesh. Learning and dining system, salary management system, assessment system, welfare system, recruitment system and career development system had a positive relationship with organizational performance, while idea and creativity exchange system, information management system and employee system had a negative relationship. Bans-Akutey et al. (2021) investigated the employee recruitment and selection practices on organizational strategic goals. The study showed that screening had a positive effect on profitability and market share. The selection test had a significant positive impact on profitability, it was a positive but insignificant relationship between the selection test and market. Moreover, e-recruitment had a positive and significant relationship with both market share and employee flexibility. Likewise Saira et al. (2021) studied training effectiveness and employee outcomes in an Australian manufacturing organization. The study showed that the adversity training had a

significant, indirect effect on job satisfaction and turnover.

Rumangkit and Dwlyan (2018) found that E-recruitment positively affected the effectiveness of employee recruitment, making job seekers more interested in using the technology. Malik and Mujtaba (2018) confirmed that e-recruitment had a significant impact on the effectiveness of HR departments in the private sector of Pakistan. Evitha and Hernawan (2022) examined the effect of recruitment, selection and work environment on employees' work performance in PT Heksa Artha Sakti, Bangkalan Branch. The study found that recruitment, selection and work environment had significant influences on employees' work performance. Daniel (2018) investigated the effects e-recruitment on organizational creativity and innovation in Nigeria manufacturing firms.the study found that internet recruitment, newspaper advertisement,TV/Radio advertisement, transfer and promotions were commonly used forms of recruitment. The major challenge faced by Nigeria manufacturing firms was the cost of recruiting applicants. The study concluded that labour productivity and organizational creativity could be increased by embracing technology and being more creative in recruitment practices.

Mardianah and Hidayat (2020) discovered that work from home had a significant effect on employee performance, but top management support did not mediate the relationship between work from home and employee performance. Rahmi (2019) indicated that information technologies positively influenced internal integration, which in turn had a positive effect on supply chain performance. Additionally, top management support significantly affected information sharing and information sharing positively impacted supply chain performance. Akthar (2022) found a positive effect of green HRM practices on environmental performance and top management support mediated the relationship between green HRM practices and environmental performance. Also, Hsu et al. (2019) revealed that openness of technology adoption enhanced service innovation and top management support facilitated the relationship between openness of technology adoption and service innovation within a social innovation context.

Theoretical Review

Diffusion o Innovation Theory

This theory serves as the underpinning theory for this study and is relevant to the adoption of electronic human resources management (e-HRM) in the FMCGs sector. This holistic approach allows FMCGs to dynamics of innovation spread, identifying effective strategies for introducing employees while ensuring alignment among diverse stakeholders.

Diffusion of innovation theory is a social science theory that seeks to explain how, why and at what rate new idea and technology spread through cultures. This theory was first proposed by Everett Rogers in 1962 and has been widely used by marketers and social scientists that understand how new products, services and ideas are adopted by a particular population (Paring and Cox, 2018). The theory suggests there are five stages of adoption and that the adoption is affected by various factors such as the degree of perceived innovation, the rate of complexity, the perceived risk and the ability to communicate the idea to others. The stages of adoption are awareness, interest, evaluation, trial and adoption. This theory has applied in variety of fields such as marketing, sociology and public health (Min et al., 2022).

Understanding these categories allow FMCGs to customize communication and training strategies to meet the needs of each group, facilitating smoother transitions during the implementation of electronic Human Resources Management (e-HRM) systems (Alkhowaiter et al., 2021).in terms of risk management, the theory also provides insights into how the perceived complexity, relative advantage, compatibility, trialability and observability of e-HRM tools influence their adoption (Arif et al., 2020). FMCGs can mitigate resistance to change by effectively addressing these attributes, ensuring employees recognize the relative advantage and compatibility of new technologies with their existing workflows. By applying the diffusion of innovation theory, FMCGs are not only able to predict and enhance the adoption process but also cultivate a culture of continuous learning and innovation crucial for long-term competitiveness and operational efficiency in the

rapidly evolving manufacturing sector.

Supporters of the diffusion of innovation theory, as articulated by scholars such as Dearing and Cox (2018) and Benhabib et al., (2021), argue that this theory provides a robust framework for understanding on how innovations are adopted and spread within societies. They emphasis that the diffusion process involves several stages of awareness, interest, evaluation, trial and adoption through which individuals and organizations move before fully integrating new technologies, ideas or practices. These proponents highlight the importance of communication channels and social networks play pivotal roles in encouraging wider acceptance (Ellman & hen, 2019). Moreover, they recognize that the rate of diffusion is shaped by several factors, changing the relative advantage of innovation, its compatibility with existing values and its complexity, trialability and observability (Min et al., 2021). Supporters assert that theory can be applied across diverse sectors, such as healthcare, business and technology on how innovations can either rapidly gain traction or face resistance depending on the dynamics. In their view, theory is critical for policy makers and businesses to promote innovation adoption by understanding the social and cultural in which they operate (Lundberg et al., 2021).

Methodology

The study adopted positivist approach, quantitative research approach and survey research design, while the research context focused on FMCGs. The population of the study consisted of six hundred and sixty (660) management and middle-level employees of six selected of FMCGs firms quoted on the Nigeria Exchange Limited (NGX). The selection of these firms were based on the fact that they are among the high performing firms in the fast-moving consumer goods sectors (Olatunji & Awolusi, 2020). In addition, Lagos State was chosen as the study area since the headquarters of the most of these FMCGs companies are located in Lagos State. (Shobioye et al., 2021). Also, the reason for selecting FMCGs is that they have top-rated and large number of full-time workers in FMCGs sector in Nigeria. (Newswire, 2020).

Population of selected Fast moving consumer goods firms

S/N

Names of Fast moving consumer goods in Lagos

Management, Middle and senior staff

1

Dangote Flour mills

121

2

Nestle Nigeria Plc

124

3

Unilever Nigeria Plc

106

4

Flourmills of Nigeria Plc

98

5

Cadbury Nigeria Plc

96

6

Honey well Nigeria Plc

115

Total

660

Source: Companies Financial Report (2025).

The study used the total enumeration technique, primarily due to the relatively small size of the population under investigation. This method has been selected as a means of justifying the use of the entire population as a sample, and it involves including every single element from the population in the study. In this case, the population consist of 660 senior and middle-level employees. The rationale for opting for a total enumeration approach stems from the specific characteristics of the study's population. Given its small size, there exists no compelling reason to draw a smaller sample for analysis. The utilization of the total enumeration technique becomes particularly appropriate when dealing with a diminutive population. Scholars such as Hilman and Kaliappen (2014), as well as Gorondutse and Hilman (2017), support the use of total enumeration as a robust methodology in scenarios involving a small population. A response rate of 96.2% was achieved. The result of the data validity was confirmed at AVE > 0.5. Cronbach's alpha values ranged from 0.96. confirmed the reliability of research instrument. The questionnaire was adapted and divided into three sections. Section A, B, and C, for independent and dependent variables, a six points modified Likert scale type was used to elicit response from every question in the questionnaire and this covered; VH=Very High (6 points); H= High (5 points); MH= Moderately (4 points); ML= Moderately Low (3 points); L= Low (2 points); VL= Very Low (1 point) respectively. To test the hypotheses, a multiple regression method was employed to examine the effect of electronic human resources management on organizational performance. The regression results were statistically analyses are presented in Table 1, providing the insight into the effect of electronic human resources management on organizational performance.

Model Specification

Operationalization of Research Variables

$Y=f(X)$

Where;

Y= Dependent Variable (Organizational Performance)

Y= (y1,y2, y3)

Y1=Employee Flexibility (EF)

Y2=Employee Effectiveness (EE)

Y3=Employee Productivity (EP)

And, X= Independent Variable (Electronic Human Resources Management)

X= (x1, x2, x3)

X1=E- Recruitment (ER)

X2=E-Selection (ES)

X3=E- Performance Management (EPM)

Therefore:

Y=f(X)

y=f(x1)……Equation 1

y=f(x2)……Equation 2

y=f(x3)……Equation 3

Regression Model

The equations of the study based on the research hypotheses are as follows:

$EF=\alpha 0 + \beta 1x1 + \mu i$ …….. Equation 1

$EE=\alpha 0 + \beta 1x2 + \mu i$ …….. Equation 2

$EP=\alpha 0 + \beta 1x3 + \mu i$ …….. Equation 3

$OP=\alpha 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \beta 4x4 + \mu i$ ……. Equation 4

Table 1: Summary of Multiple Regression Analysis for Hypothesis

N

Model

B

T

Sig.

ANOVA (Sig.)

R

Adjusted R2

F (5, 444)

433

(Constant)

.542

12.328

.000

0.001b

0.817a

0.664

171.546

E-Recruitment

1.402

5.976

.000

E-Selection

-.032

-.833

.405

E-Performance Management

.372

8.370

.000

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), E-Performance Management (EPM)

Source: Researcher's Field Study, (2025)

Table 1 shows the multiple regression analysis results for electronic human resources management on organizational performance of selected fast-moving consumer goods in Lagos State, Nigeria. The results showed that E-recruitment(β=0.001, t = 1.800, $p<0.05$), E-Selection (β=0.032, t =0.833, $p<0.05$), and E-Performance Management (EPM) (β=0.372, t = 8.370, $p<0.05$) all have positive and significant effect on organizational performance in the selected fast-moving consumer goods in Lagos State, Nigeria. This implies that e-recruitment, e-selection and e-performance management improves the organizational performance of selected fast-moving consumer goods firms in Lagos State, Nigeria.

The R value of 0.817 supports this result and it indicated that electronic human resources Management component has a strong and positive relationship with organizational performance of selected fast-moving consumer goods in Lagos State, Nigeria. The coefficient of multiple determination Adj R2 = 0.664 indicated that about 66.4% variation that occurs in the selected (FMCGs) can be accounted for by the components of electronic human resources management while remaining 33.6% changes that occurs is accounted for by other variables not captured in the model. The predictive and prescriptive multiple regression models are thus expressed:

OP=54.2 +0.01ER +0.32ES + 0.372EP + Ui…….Eqn (i) (Predictive Model)

OP=54.2 + 0.03ER + 0.32ES + 0.372EP + Ui…….Eqn (ii) (Prescriptive Model)

Where:

OP = Organizational Performance

ER = E-Recruitment

ES = E-Selection

EPM = E-Performance Management

The regression model shows that holding electronic human resources management variables to a constant

zero, organizational performance would be 54.2% which is positive. In the predictive model it is seen that all of the variables were positive and significant so selected fast-moving consumer goods in Lagos State, hence, it was also included in the prescriptive model. The results of the multiple regression analysis as seen in the prescriptive model indicated that when electronic human resources management variables (e-recruitment, e-selection and e-performance management) are improved by one unit, organizational performance would also increase by 0.03, 0.32 and 0.372 respectively and vice-versa. This implies that an increase in e-recruitment, e-selection and e-performance would lead to an increase in the rate of organizational performance of selected fast-moving consumer goods firms in Lagos State, Nigeria. Also, the F-statistics (df=5,432) = 171,546 at p = 0.000 ($p<0.05$) indicated that the overall model is significant in predicting the effect of electronic human resources management on organizational performance which implies that electronic human resources management variables are important determinants in organization performance of selected fast-moving consumer goods in Lagos State, Nigeria. The result suggests that such organizational performance should pay attention towards developing all the variables of electronic human management. Therefore, the null hypothesis (H04) which states that electronic human management has no significant effect on organizational performance of selected fast-moving consumer goods firms in Lagos State, Nigeria was rejected.

Discussion of Findings

The findings of this study hold significant implications for management, particularly in the fast-moving consumer goods firms sector in Lagos State, Nigeria. The positive impact of Electronic Human Resource Management (E-HRM) on employee flexibility, effectiveness and productivity. Additionally, the study highlights the importance of top management support and firm resource in maximizing the benefits of e-HRM. Managers must, therefore, not only invest in e-HRM technologies but also ensure strong leadership commitment and allocate adequate resources to support these systems. The result of this study supports the study of Hamdoon et al., (2021) who found that securing the electronic Human resources management (e-HRM) system using compatible information security measures has a significant effect on HR operations.

Implication for Industry regulators, this study emphasizes the importance of fostering a culture of innovation and digital transformation. Regulators can play a pivotal role by setting standards and guidelines for the adoption of e-HRM systems, ensuring that these technologies are used ethically and effectively.

Implication for academics, this study contributes to the growing body of knowledge on the role of technology in human resource management. It provides empirical evidence on the positive effects of e-HRM on various employee outcomes, offering a foundation for further research in this area. It introduces the moderating roles of top management support and firm resources, which can serve as a basis for exploring additional contextual factors that influence the effectiveness of e-HRM. Academics can use these findings to develop theoretical frameworks and models that better explain the interplay between technology, human resources and organizational performance. Mitrofanova and Mitrofanova (2021) also found that e-HRM has a significant positive effect on HR management in the digital economy.

Implication for government, the findings of this study have important implications for government policymakers, particularly in Nigeria and other developing economies. The positive impact of e-HRM on employee outcomes suggests that governments should encourage the adoption of digital HR practices across industries, especially in sectors critical to economic development such as FMCGs sectors, policymakers can promote this by creating enabling environments, such as providing incentives for technology adoption, improving digital infrastructure and supporting training programs to enhance digital literacy. Additionally, the study highlights the need for policies that encourage collaboration between the public and private sectors to ensure that organizations have access to the resources and support needed to implement e-HRM effectively. Rahimi et al. (2018) also note that resistance to technology can hinder adoption, consistent with challenges identified in this study, such as infrastructure limitations and employee reluctance to change. The findings indicated that electronic human resources management has a significant effect on organizational performance of selected fast-moving consumer goods firms in Lagos State, Nigeria.

Conclusion

The study concluded that electronic human resources management plays a crucial role in the organizational performance of selected fast-moving consumer goods firms in Lagos State, Nigeria. Enhancing factors like E-recruitment, E-selection and E-performance Management (EPM).can significantly affect the organizational performance of the business organization. Focusing on this behaviour is keys in running successful electronic human resources management business with huge success and high performance.

Implication of Study

The findings from this study have some practical relevance to the management, academia, government, industry regulators and the society at large where societal awareness and acceptance of digital transformation, as well as the importance of equipping individuals with the skills needed to thrive in technology-driven workplace.

Recommendations

The findings of this indicate that electronic human management significantly affects organizational performance in selected fast-moving consumer goods firms in Lagos State, Nigeria should invest in advanced e-HRM systems that facilitate real-time communication, data sharing and decision-making.

Since e-HRM positively impacts employee flexibility suggests that management of FMCGs should adopt flexible work policies supported by e-HRM systems, such as remote work options and flexible scheduling.

- HRM on the positive effect of e-HRM on employee effectiveness, management of FMCGs should integrate performance management systems within their e-HRM platforms. The system should include goal-setting, progress tracking and performance evaluation features.

Given the significant impact of e-HRM on employee productivity, management of FMCGs should focus on automating routine tasks through e-HRM systems to free up employees' time for more strategic activities.

References

Abia, M., & Brown, I. (2020, April), Conceptualizations of e-recruitment: A literature review and analysis. In Conference on e-Business, e-Services and e-Society (pp. 370-379) Springer, Cham.

Adejare, B. O., Olaore, G. O., Udofia, E. E., & Adenigba, O. B. (2022). COVID-19 Pandemic and business survival as mediation on the performance of Firms in the FMCG-Sector. Athens Journal of Business & Economics, 8(3), 239–260. https://doi.org/10.30958/ajbe.8-3-3

Ajayi, Omobola. M., Arogundade, K. K., & Opaleye, M. G. C. (2021). The effects of environmental uncertainties on performance of quoted food and beverage firms in Nigeria. International Journal of Business Innovation and Research, 1(1), 1–1. https://doi.org/10.1504/ijbir.2021.10040695

Akthar, N. (2022). Top management support: Underlying mechanism between green human resource management practices and environmental performance. Journal of Digitainability, Realism & Mastery (DREAM), https://doi.org/10.56982/journalo.v1i02.21

Alkhowaiter, W. A. (2020). Digital payment and bank adoption research in Gulf countries: A system literature review. International Journal Information Management, 53,102102.

Al-Shorman, H., Alshawabkeh, R., Aldaihani, F., Aityassine, F., Mohammad, A., & Al Hawary, S. (2021). Drivers of e-training intention to use in the private universities in Jordan. International Journal of Data and Network Science, 5(4), 831-836.

Al-Shormana,H.M., Alshawabkehb,R.O.K., Aldaihanic,F.M.F.,, Aityassined,F.L.Y., Mohammade, A. and Al-Hawaryf, S.I S. (2021). Drivers of e-training intention to use in the private universities in Jordan, International Journal of Data and Network Science 5 (2021) 831–836.

Alshurideh, N., Zaki, N. A. M., Yusof, J.M., & Mat, N. H.N. (2022). Electronic human resource management practices, information technology capability and organizational performance: A review paper toward conceptual framework. Journal of Advanced Research in Applied Sciences and Engineering Technology, 28(2), 139-153. https://doi.org/10.37934/araset.28.2.148161

Anusree S, & Lorene, K. M. (2022). Study of financial performance of five selected FMCG companies in India. International Journal of Health Sciences (IJHS). https://doi.org/10.53730/ijhs.v6ns1.7864

Arif, M., Syaifani, P.E., Siswadi, Y., & Jufrizen, J. (2019). Effect of compensation and discipline on employee performance. Proceeding UII-ICABE, 263-276.

Astete, D. S. (2022). A review of the impacts of reverse logistics on retailers of fast-moving consumer goods. Journal of Enterprise and Business Intelligence, 177–187. https://doi.org/10.53759/5181/jebi202202018

Azhar-Naima, M. (2019). Factors affecting the acceptance of e-HRM in Iraq. International Journal of Academic Research in Business and Social Science, 9(2), 265-276.

Bakker, A. (2018). What is design research in education? 1. In Design research in education (pp.3-22). Routledge.

Bans-Akutey, A., Abdullahi, A. M., & Afriyie, E. O., (2021), Effect of recruitment and selection practices on organizational strategic goals. Annals of Management and organization Research, 3(1), 35-51

Batrancea, L. M. (2021). An econometric approach on performance, asset and liabilities in a sample of banks from Europe, Israel, United States of America and Canada. Mathematics, 9(24), 317-328.

Behabib, J., Perla, J., & Tonetti, C. (2021). Reconciling models of diffusion and innovation: A theory of the productivity distribution and technology frontier. Econometrica, 89(5), 226`-2301.

Bocken, N., Harsch, A., & Weissbrod, I. (2022). Circular business models for the fast moving consumer goods industry: Desirability, feasibility, and viability. Sustainable Production and Consumption, 30, 799–814. https://doi.org/10.1016/j.spc.2022.01.012

Bohra, D. K., Nagansur, S., & Anute, N. (2022). Comparative Analysis of FMCG Products with Special Reference to HUL and ITC. OmniScience: A Multi-Disciplinary Journal. https://doi.org/10.37591/omniscience.v12i2.3395

Bwobegi, M. S. O., & Osoro, A. (2023). Supplier relationship management and performance of fast-moving consumer goods manufacturing firms in Nairobi City County, Kenya. International Journal of Scientific and Research Publications, 13(2), 288–294. https://doi.org/10.29322/ijsrp.13.02.2023.p13434

Choudhury, P., Forough, C., & Larson, B. (2021). Work-from-anywhere: The productivity effects of geographic flexibility. Strategic Management Journal, 42(4), 655-683.

Chukwu, G. C., & Tom, M. C. (2020). Relationship marketing and consumer buying behavior in food and beverage firms in Portharcourt metropolis. Middle European Scientific Bulletin, 1(7), 65–76. https://doi.org/10.47494/mesb.2020.1.144

Daniel, C.O. (2018). E-recruitment and its effect on organizational creativity and innovation in Nigerian manufacturing firms. International Journal of Research Science and Management, 5(9), 42-49.

Das, S., & Hassan, H. M. K. (2022). Impact of sustainable supply chain management and customer relationship management on organizational performance. International Journal of Productivity and Performance Management, 71(6), 2140–2160. https://doi.org/10.1108/IJPPM-08-2020-0441

Davidescu, A. A. Apostu, S.A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction and job performance among Romania employees implications for sustainable human resource management. Sustainability, 2(15), 86-96.

Dearing, J. W., & Cox, J. G. (2018). Diffusion of innovations theory, principles and practice. Health affairs, 37(2), 183-190.

Dolnicar, S. (2020). Designing for more environmentally friendly tourism. Annals of Tourism Research, 8(4), 102-113.

Elisan., M., & Ali, K. (2019). The impact of work stress on employee productivity: Based in the banking sector of Faisalabad, Pakistan. International Journal of innovation and Economic Development, 4(6), 32-50.

Ellman, H. & Tiainen, T. (2019). Diffusion of innovation: Case of co-design of cabins in mobile work machine industry. Computers 8(2), 39-54.

Elzarka, S. (2020). A study on using lean, agile, resilient and green index to assess the sustainability of Egyptian FMCGs supply chains. International Journal of Logistics Systems and Management, 37(2), 285–285. https://doi.org/10.1504/ijlsm.2020.110580

Esthi, R. B. (2020). Strategi sumber daya manusia di masa pandemi dan new normal melalui remote working, employee productivity, Dan Upskilling for digital. JPM: Jurnal Pengabdian Masyarakat, 1(1), 22-24.

Flynn, B. Pagell, M., & Fugate, B. (2018). Survey research design in supply chain management: the need for evolution in our expectations. Journal of Supply Chain Management, 54(1), 1-15.

Galanti, T.., Guidetti, G., Mazzei, E., Zappala, S., & Toscano, F. (2021). Work from home during the COVID-19 outbreak: The impact on employees' remote work productivity, engagement and stress. Journal of occupational and environmental medicine, 63(7), 42-56

Galkin, A., Yemchenko, I., Lysa, S., Tarasiuk, M., Chortok, Y., & Khvesyk, Y. (2022). Exploring the relationships between demand attitudes and the supply amount in consumer driven supply chain for FMCG. Acta Logistica, 9(1), 1–12. https://doi.org/10.22306/al.v9i1.260

Hamad, Y., Aboobaider, B. M., Abd Ghanir, M. K., Doheir, M., & Elzamly, A. (2019). Modelling of electronic human resource management (E-HRM) issues based cloud computing system by using quantitative technique. Religacion. Revista De Ciencias Sociales Y Humanidades, 4(17), 885-897.`

Hamdoon, M. R., Mohammed, N. Y., & Aldabbagh, A. H. (2021). Securing electronic human management system using compatible information security. Academy of Entrepreneurship Journal, 27(3), 21-34.

Haziazi, M. Al, Muthuraman, S., Yahyaei, N. Al, & Al (2021). Framework for e-HRM implementation & employee satisfaction in sultanate of Oman. Exploring Sustainable Paths, 127, Https:www.researchgate.net/profit/Amr-Elsayed ibrahim/publication/351371762_New_learning_paths_technology_Transformations_challenges_andSustainable_Educational_Practices/links/6094f247a6fdccaebd124752/New-learning-paths-Technology-Transformations-Chal

Hosain, S., Manzurul Arefin, A. H. M., & Hossin, M. (2020). E-recruitment: A social media perspective. Asian Journal of Economics, Business and Accounting, 16(4), 51-62.

Hsu, H. Y.,Liu, F.H., Tsou, H.T., & Chen, L. J. (2019). Openness of Technology adoption, top Management support and service innovation: A social perspective. Journal of Business & Industrial Marketing, 34(3), 575-590.

Ikaba, Y. V., & Kpunee, H. (2021). Exploring a three-parameter environmental assuredness correlate of a fast-

moving consumer goods (FMCG) Firm market share performance in Port Harcourt, Rivers State, Nigeria. The International Journal of Business and Management, 9(2). https://doi.org/10.24940/theijbm/2021/v9/i2/bm2102-007

Ismail, S. N., Omar, M. N., & Raman, A. (2021). The Authority of Principals' Technology Leadership in Empowering Teachers' Self-Efficacy towards ICT Use. International Journal of Evaluation and Research in Education, 10, 878-885. https://doi.org/10.11591/ijere.v10i3.21816

Jafari, M., Pouryamehr, E., & Fathi, M. (2018). The effect of eight weeks high intensity interval training (HIIT) on E-selection and P-selection in young obese females. International journal of sport studies for health, 1(1). 1-14.

Karthik, T. T., & Prasad, T. P. R. (2020). SWOT (Strength, Weakness, Opportunities and Threats) Analysis of Fast-Moving Consumer Goods (FMCG) Industries in India. ComFin Research, 8(1), 92–100. https://doi.org/10.34293/commerce.v8i1.3523

Kaur, C. (2021). Changing pattern of E HRM in corporate world after globalization, IOSR Journal of Business and Management, 3(4), 23-30.

Kucherov, D., & Tsybova, V. (2021). The contribution of e-recruitment practices to e recruitment outcomes in Russian companies. Measuring Business Excellence, 1(1), 24-39.

Kuswati, Y. (2020). The effect of motivation on employee performance. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences 3(2), 995-1002.

Lee, J., & Song, J. H. (2022). Developing a measurement of employee learning agility. European Journal of Training and Development, 46(5/6), 450-467.

Lundberg, I., Johnson, R.,& Stewart, B. M. (2021). what is your estimand? Defining the target quantity connects statistical evidence to theory. American Sociological Review, 86(3), 532-565.

Ma, L., & Ye, R. (2019). Does daily commuting behaviour matter to employee productivity? Journal of Transport Geography, 7(6), 130-141.

Makaleng, M. S. M., & Hove-Sibanda, P. (2022). Reverse logistics strategies and their effect on the competitiveness of fast-moving consumer goods firms in South Africa. Logistics, 6(3), 56–56. https://doi.org/10.3390/logistics6030056

Malik, M., & Mujtaba, M. (2018). Impact of e-recruitment on effectiveness of HR department in private sector of Pakistan. International Journal of Human Resource Studies, 8(2), 80-92.

Marakova, V., Wolak-Tuzimek, A., & Tuckova, Z. (2021). Corporate social responsibility as a source of competitive advantage in large enterprises. Journal of Competitiveness, 13(1), 113–128. https://doi.org/10.7441/joc.2021.01.07

Mardianah, L., & Hidayat, S. (2020). Empirical study of the impact of work from home (WFH) policy and top management support on employee performance. Journal of Research in Business, Economics and Education, 2(5), 1039-1045.

Mathu, K. M. (2021). Supply chain management as a driver of competitiveness for fast moving consumer goods smes in South Africa. Advances in Image and Video Processing, 9(5). https://doi.org/10.14738/aivp.95.10890

Milon, M., Alam, Md. A., & Pias, M. H. (2022). Exploring the Key Practices of E-HRM in Place of Traditional HRM: A Study on Private Industry of Bangladesh. Journal of Human Resource and Sustainability Studies, 10, 403-417. https://doi.org/10.4236/jhrss.2022.103024

Min, S., So, K. K.F., & Jeong, M. (2019). Consumer adoption of the Uber mobile application: insights from diffusion of innovation theory and technology acceptance model. Journal of Travel & Tourism

Marketing, 36(7), 770-783.

Mitrofanova, E., & Mitrofanova, A. (2021). E-HRM As a human resource management tool in the digital economy. Management of the Personnel and Intellectual Resources in Russia, 10(5), 73-82. https://doi.org/10.12737/2305-7807-2021-10-5-73-77

Montazeri, S., Tamaddoni, A., Stakhovych, S., & Ewing, M. T. (2021). Empirical decomposition of customer responses to discount coupons in online FMCG retailing. Journal of Retailing and Consumer Services, 58, 102340–102340. https://doi.org/10.1016/j.jretconser.2020.102340

Muqaddim, N., & Hosain, M. S. (2021). E-HRM practices and operational efficiency: Evidence from Bangladeshi garment industry. Asian Journal of Economics, Business and Accounting, 21(4), 80-95.

Musheke, M. M., & Phiri, J. (2021). The effects of effective communication on organizational performance based on the systems theory. Open Journal of Business and Management, 09(02), 659–671. https://doi.org/10.4236/ojbm.2021.92034

Nasar, N. Ray, S. (2024). A user acceptance model for e-HRM system implemented in IT and non-IT business organizations. Human Systems Management, 43(1), 99-123.

Okumu, G., & Kariuki, P. (2021). Role of competitive strategic responses on performance of fast-moving consumer goods manufacturing firms in Nairobi County, Kenya. Asian Journal of Economics, Business and Accounting, 59–71. https://doi.org/10.9734/ajeba/2021/v21i730402

Olatunji, O. A & Awolusi, O. D. (2020). Performance evaluation and improvement among salesmen in the Nigerian fast moving consumer goods sector, Journal of Social and Development Sciences, AMH International, vol. 10(4), pages 12-29.

Onyeaghala, O. H., Unung, P. U. & Iorngee, H. M. (2021). Effects of Mergers and Acquisitions on Employees Morale in the Nigerian Banking Industry: A Study on Access and Diamond Bank Plc. Journal of Research in Science and Technology, 2(1): 1-10.

Otaigbe, A., & Chinedu, I. M. (2015). Strategic planning as an effective tool on organizational performance in Nigeria: An empirical study of some firms in Delta State. Global Journal of Inerdisciplinary Social Sciences, 4(6), 68–72.

Oyedokun, G., & Ayon, B. (2022). Effect of social disclosures on the financial performance of selected food and beverage manufacturing firms in Nigeria. Applied Journal of Economic Management and Social Sciences, 3(5), 19–26. https://doi.org/10.53790/ajmss.v3i5.69

Oyoru, R. A. (2023). Effect of E-HRM Practices on Organizational Performance: A Study of the Banking Industry in Nigeria. Journal of Public Administration, Policy and Governance Research, 1(1), 84-97.

Pand, S. (2024 April). The role of employee ambidexterity on employee agility: a moderation analysis with employee organizational tenure. In Evidence-Based HRM: a Global Forum for Empirical Scholarship. Emerald Publishing Limited.

Paraje, G., de Oca, D. M., Wlasiuk, J., Canales, M., & Popkin, B. M. (2022). Front-of-pack labeling in chile: effects on employment, real wages, and firms' profits after three years of its implementation. Nutrients, 14(2), 295–295. https://doi.org/10.3390/nu14020295

Pitafi, A. H., & Kanwal, S., & Pitafi, A. (2019). Effect of enterprise social media and Psychological safety on employee's agility: Mediating role of communication quality. International Journal of Agile Systems and Management, 12(1). 1-26.

Polanin, J. R., & Terzian, M. (2019). A data-sharing agreement helps to increase researchers' willingness to share primary data: results from a randomized controlled trial. Journal of Clinical Epidemiology, 1(6), 60-69.

Rahimi, B., Nadri, H., Afshar, H. L., & Timpka, T. (2018). A system review of the technology acceptance

model in health informatics. Applied clinical infomatics, 9(03), 604-634.

Rahmi, T. E., & Wibowo, S. (2019). The effect of physical work environment, work safety, occupational health and work discipline on employee productivity. Journal of Research in Management, 1(14), 13-21.

Rumangkit, S., & Dwiyan, M. (2018). Effect of e-recruitment on the effectiveness of employee recruitment. In Proceedings international Conference on Information Technology and Business, 4(1), 266-271.

Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. Management Science Letters, 10(8), 1775-1786.

Saira, S., Mansoor, S., Ishaque, S., Ehtisham, S., & Ali, M. (2021). Training effectiveness and employee outcomes: a study of an Australian Manufacturing organization. European Journal of Training and Development, 45(4/5), 301-319.

Saldanha, A. T., Desai, R. G., & Aranha, R. H. (2021). Prediction of share of visual inventory using store display, channel, and product variables. International Journal of Management Studies, 29. https://doi.org/10.32890/ijms2022.29.1.6

Shobioye, H. O., Dada, I., Ndili, N., Zamba, E., Feeley, F., & DeWit, T. R. (2021). Determinants and perception of health insurance participation among healthcare providers in Nigeria: A mixed-methods study. Plos one, 16(8), e0255206. https://doi.org/10.1371/journal.pone.0255206

Silaen, S. H. Y., Afrilianto, M., & Noor, A. H., (2021). Employee performance improvement through dream (digital room for e-learning modules) application training based on e-learning at bank btn cimahi branch. Empowerment: Jurnal Ilmiah Program Studi Pendidikan Luar Sekolah, 10(2), 149-159.

Sutrisno, S., & Sunarsi, D. (2019). The effect of work motivation and discipline on employee productivity at PT. Anugerah Agungin Jakarta. Jurnal Ad'ministrare, 6(2), 187-196.

Thathsara, A. & Sutha, J. (2021). Investigating the influence of E-HRM practices on organizational performance: The mediating role of organizational agility (With Special reference to financial institution). SSRN Electronic Journal, 6(1), 347-361.