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Research Article

Analysis of the Impact of E-HRM on the Performance of Selected Deposits Money Banks in Nigeria

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Abstract: This study examines the impact of E-HRM on the performance of selected deposits money banks in Nigeria. Secondary data were used for the study which was obtained from annual financial statements of selected deposits money banks from 2006 to 2015. Bank Performance are measured using return on equity (ROE) which is dependent variable while E-HRM variables like e-recruitment, e-training, e-selection, e-evaluation, e-compensation and e-benefit are independent variables. Panel Data analysis technique was used to analyse the effect of independent variables on dependent variable. The study revealed that E-SELEC, E-TRAIN, and E-EVAL had positive significant effect on ROE (β=0.0359; 0.1436; 0.1611, t=0.009; 0.000; 0.001<0.05). Contrarily, E-RECRUIT, E-COMP and E-BENEF had negative significant impact on ROE (β=-0.1279; -0.0017 and 0.2231; t=0.012; 0.000; 0.003<0.05). Based on the empirical findings, it is concluded that E-recruitment, E-selection. E-training, E-evaluation, E-compensation and E-benefits are major determinants of E-HRM. Also, there is negative relationship between E-HRM and return on equity. Similarly, E- HRM had negative significant effects on Return on Equity (Bank Performance). It is now recommended that Banks should improve on their incentives to their staffs so as to facilitate higher employee performance in Nigerian Banking sector.

Keywords: E-HRM*; Bank Performance; E-recruitment; E-benefits; E-training; E-evaluation.*

INTRODUCTION
Background to the Study

Huge investments are made by banks in technology to purchase, maintain and upgrade their Human Resource Management (HRM) practices and so as to provide new electronic information-based devices. These developments have ultimately changed the competitive landscape in the financial services. The integration of E-Management and Human Resource Management to become Electronic Human Resource Management (E-HRM) is a new research area and, therefore; scientific researches and literatures around it remain inadequate most especially in developing countries. The role of electronic in human resource management is important for enhancing organizational performance. Thus the development of E-HRM by decision-makers in any system became a necessity for the success of the administrative process and also to keep these organizations resilient to current changes. Smith and Kelly [1] posited that future economic and strategic advantage will rest with the organizations that can most effectively attract, develop, and retain diverse group of the best and the brightest human talent in the labour market. Human resource (HR) executives and managers are so busy taking care of their daily duties, which are generally administrative, that they failed to consider important human resource issues that are coming down the road. This is a trap that any department can fall into, but it can be especially devastating for Human Resource Management, which must battle decades of preconceived notions about the department's ability to contribute to corporate planning.

Evidence from the literature revealed that the HR professions had to respond to increased competition for globally mobile talents, changes in both workforce attitudes and composition, shifts in the employers/workers relationship and rapid advances in HR technology [2]. In the business world today, competition is getting intensive and HRM is the sole

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factor that can provide an organization with competitive advantage. Ogunyomi and Obi [3] suggested that the banks management should apportion more of the firm's capital into ICT investment and invest on quality labour size with commensurate staff salaries to boost their productivity effectively. Organizations have realized the importance of developing a synergy between Information Communication Technology (ICT) and effective HRM practices within an organization [2].This important synergy has also been recognized by the banking industry. Banks and other financial institutions use computers in their daily operations in order to provide quality of service to their customers via the use of modern day technology. ICT has also improved customers knowledge about the use of computers and other gadgets through which customers of a bank can access their bank account and make other payments anywhere in the world.

In light of the recent economic recession that swept the global economy, banking industries have increased its efforts to exploit ICT effectively for effective HRM practices. ICT assists in improving their core competencies, organizational structure, internal processes as well as relevant market on a global scale. Furthermore, ICT tools can be used for different HR functions such as web database which are essentially used for learning at work, decision making and completing works. It is however observed that E-HRM has come under scrutiny by, research academic, experts and critics. The use of Information and Communication Technology in HR will reduce cost, achieve effectiveness, and improve HR practices and HR performance. However there are number of challenges facing Human Resource Management around the world. Despite the significance of modern ICT on human resources management in Nigerian banks, quite a number of challenges still confront the Nigerian banks in ensuring that ICT has positive impact or effect on the performance of HR. These challenges arise as a result of social, economic and political state of the nation. Agbada [4] identified the challenges confronting e-banking in Nigeria to be of three classes as human, operational and technical constraints. The human constraints include physical disability, poor sight, illiteracy and ageing. The operational constraints include insecurity of funds transferred, frauds and standardization of channels. The technical constraints are centered on the lack of supporting infrastructures such as erratic electricity supply, interdependence and lack of encryption on short message system (SMS) messages. Human Resource managers are facing many challenges in present business scenario like globalization workforce diversity, technological advances, and changes in political and legal environment change in information technology. All these challenges increase the pressure on Human Resource managers to attract, retain and nurture talented employees. The general objective of this work is to explore the impact of E-HRM on the performance of selected deposits money banks in Nigeria.

LITERATURE REVIEW
Human Resource Management (HRM) Practice

The competitive and unstable nature of the world have motivated organizations seeking to attain economic advantage to look towards for moreinnovative sources to achieve this aim, and one source which have been recognised as a means of providing competitive gain is human resource [5]. Similarly, Pfeffer [6] believes that human resource is an important and essential avenue in achieving competitive improvement in an organization. Competitive edge can be attained through the use of human assets as it has the ability to convert other resources such as money, methods, machines and materials available to a business into output (product and services). Several scholars have noted that managing people is more difficult than managing technology or capital [7]. According to Khatri [8], people are one of the most important factors providing flexibility and adaptability to organizations. Adewoye and Obasan [2] argued that the adaptive mechanism in determining how a firm will respond to the competitive environment relies on the people and not the firm itself. Thus the effective management of human resources requires sound Human Resource Management System. Human Resource Management (HRM) has been conceptualized by many scholars. Ekwe [9] posits that Human Resource Management is the organizational function that deals with diverse issues related to employee compensation and benefits, hiring, employee retention, performance management, organization development, safety/security, wellness, employee motivation, communication, administration, development and training (though some of these may be handled by HRD (Human Resource Development) function also. However, Heathfield [10] opines that Human Resource Management is the organizational 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. She states that HRM is a strategic and comprehensive approach to managing people and the workplace culture and environment.

Armstrong and Boron [11], reveal that the ultimate goal of human resource management is to positively impact organizational performance by providing employment security, training and effective communication about change. Human Resource professionals help prepare the organization to achieve its emerging strategic goals by hiring the most qualified and suitable employees, they aim to improve employee satisfaction rates, lower absenteeism levels and increase productivity. Human Resource Management is moving away from traditional personnel, administration, and traditional roles, which are increasingly outsourced. Human Resource Management is now expected to add

value to the strategic utilization of employees and that employee programs impact the business in measurable ways Heathfield [10].

Adewoye and Obasan [2] argued that human resource management is the process of planning, organizing, directing, development, compensation, integration, motivation and maintenance of human resource so that individual, organizational, and social objectives are accomplished. According to Adewoye and Obasan [2] human resource management is concerned with the people dimension to management. Since every organization comprises people, acquiring their services, developing their skills, motivating them to a higher level of performance and ensuring that they continue at the same level of commitment to the organization are essential to achieving organizational goals. Jackson and Schuler [12] reported that HRM effectiveness has two essential dimensions. The first, the technical HRM, includes the delivery of HRM basics such as recruiting, compensation, separation etc. The second, strategic HRM involves "delivering those services in a way that directly supports the implementation of the firm's strategy". Prescott [13] stated that human resource management referred to the overall management of the human resource functions and to the human resource professionals who work within the department. Phil Johnson [14] said that human resource management is one of the organizational functions, designed to improve the employees' performance and the way of doing their jobs. As well as human resource management has a number of activities including training, development, recruitment, rewarding, maintaining, and evaluation. Lloyd and Leslie [15] stated that human resource management can be defined as the activities designed to provide and coordinate the human resource of an organization.

The Objectives of Human Resources Management (HRM)

Equity capital whether it is intellectual capital or human capital agreed with human resource management in the idea that individuals have possibilities that lead to organizational performance [16]. Human resource management is the process that enables organizations to find, use, develop, and keep individuals to fulfill their performance of its mission. Traditional human resource management systems have multi-functions including selection, training, recruitment, development, performance management, compensation, development planning. Functional analysis in traditional Human resource management system is the most important process in selection, recruitment, training, evaluation, and developing individuals. According to the functional analysis, the human resource function aims to discover the skill, characteristics, and knowledge, which directly connected to the succe ss of the organization [16].

Human Resource Management controls the most important and most expensive assets of any organization, that's why Human Resource Management is gaining great importance in any organization**.** In addition, Ho Wilson and Chen [17], perceived that interaction between the administrative organization and perception is one the most important factors which Human resource management focused on. Furthermore, Günsel [18] mentioned that there are five groups affect the company's performances, which are derived from HRM practices. These groups are; use of teams and decentralization, selective recruitment, the exchange of information, training, and performance. Mahapatro [19] also added that the Human Resource Management has evolved in response to the significant increase in competitive pressures that have started in business organizations in the U.S. in late 1970s as a result of factors such as globalization and techno-logical change. These pressures have given more attention to improve strategic planning in organizations through expected future changes under different environmental conditions (such as nature, in addition to the level of the market). In spite of the technical aspects of personnel management, it is still an integral part of human resource management.

Human resources management in any organization has a great importance because it manages the most important and most expensive assets of the organization. The human resource management is linked with all the managerial functions involved in planning for recruiting, selecting, developing, utilizing, rewarding, and maximizing the potentials of the human resources in an organization. In addition, Ho, Wilson, and Chen [17] brought out that the unique human resource management systems and strategies focus on the interaction between cognition and administrative organization. Further Günsel [18] divided human resources practices that effect the performance of the company into five groups. These groups are Selective Recruitment, Use of Teams and Decentralization, Training, Performance, and Information Exchange. Furthermore, Ismail, Omar, and Bidmeshgipour [20] divided human resource management practices into two sections. These sections are administrative and instrumental sections. The instrumental practices can lead the organization to achieve the vision and mission which includes knowledge management and leadership while administrative tools are used to achieve implementation and include recruitment, selection, training and performance.

The Concept of E- Management

The term e-management is a term of modern management, which emerged as a result of the tremendous revolution in information and communication networks. It has caused a significant shift in the performance of organizations to improve productivity, speed of performance, and quality services. According to Nawafleh, Obiedat, and

Harfoushi [21] e-management is referred as a set of processes between government and citizens, government and business, government and staff, providing services directly via the Internet in order to develop services and increase the efficiency and effectiveness. Moreover, it is a way in which the most innovative information is used by the government and as a way of using information technology and Internet applications in order to comfort and secure access to the information provided by the company, and provide participation in the processes of the institution as well [22].

E-management is the use of information technology and communications to improve governance and management processes [23]. Furthermore, Santosh Ranganath, Kama raju, and Trinadha Rao [24] emphasized the developments in e-government is to facilitate the task of information technology to make all the business inexpensive and comprehensive as well. Furthermore, he said that the concept of e-government means supporting good governance and thus the objectives of the electronic management are similar to a very large extent with the objectives of good governance.

Electronic Human Resource Management (E-HRM)

Kettley and Reilly [25] defined E-HRM as the using of the internet in the conventional technologies to enhance and improve human resource administration, transactions and process performance. Voermans and Van Veldhoven [26] share a similar purpose when stating that the administrative support of the human resource function in organizations by using web technology and emphasize the importance of understanding that the introduction of E-HRM could cause a change in content and positioning of the human resource function. According to Strohmeier [27] E-HRM is referred to as planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities. Bondarouk and Ruël [28] recapitulate the meaning of E-HRM as an umbrella term covering all possible integration mechanisms and contents between HRM and information technologies, aiming at creating value within and across organizations for targeted employees and management. E-HRM practices and policies are strongly growing within organizational life. The implementing of human resource strategic policies and practices within the organizations E-HRM refers to the application of information and communication technology (ICT). Therefore, E-HRM can be discussed as planning, implementation, and application of information systems for both networking and supportive actors in their common activities that related to human resource activities.

Nowadays, all human resource departments around the world are changing to E-HRM around the world due to rapid innovations within the web-based technologies. So that, traditional activities of all HRM functions replaced to E-HRM to be transformational activities; this lead to increase organizational performance. Some organizations require the use of standard HR management tools such as employee benefits, payroll, recruitment, and training... etc. These organizations mainly refer to off-the-shelf E-HRM solutions offered by the third party such as Oracle, PeopleSoft, SAP, or IBM. Other organisations require customized Human Resources Information Systems (HRIS) tailored to best fit their business's needs. One of the main advantages of in-house developed HRIS is that they save HR staff time in dealing with the elements of the application and understand the parameters of their own software Thaler-Carter [29].

E-HRM is a way to implement human resources strategies, policies and practices in organizations through the use of Internet channels and take full advantages of them. According to Strohmeier [27], E-HRM is the planning, implementation and application of information technology for each of the networks and the support of at least two actors, individual or collective to perform their joint duties for activities of human resources. Moreover, Ruel [30] defined E-HRM as an inclusive term contains all the mechanisms of integration and its contents between the human resources management, information technology, which aims to create value within organizations.

Ramayah [31] averred that the E-HRM it is a technology that provides the human resources functions with opportunities to create new areas to contribute to organizational success. Furthermore, Strohmeier [27] concluded the definition of E-HRM as the process of innovation and continuous improvement in the management of human resources caused by all this new phenomena and major changes. Moreover, it was defined by Oiry [32] as the use of Web technology in the practice of human resources and administrative policies. Dependence only on financial ratios in assessing the performance gives nonintegrated dimensional vision about the organization, so we should promote this approach in measuring by operating performance metrics to build a measurement system to perform effectively in the organization. These measurements as market share, and retain customers and introduce new products, product quality and service provided, the effectiveness of the marketing process, productivity, and other measurements that are linked to performance of the organization.

METHODOLOGY

Secondary data were used for the study which was obtained from annual financial statements of selected deposits money banks from 2006 to 2015. Panel Data analysis technique was used to analyse the effect of independent variables on dependent variable.

Model Specification

This Model assessed the impact of E-HRM on the performance of selected deposits money banks in Nigeria using panel data sourced from the annual financial statements of selected deposits money banks from 2006 to 2015. Bank Performance are measured using return on equity (ROE) which is dependent variable while E-HRM variables like e-recruitment, e-training, e-selection, e-evaluation, e-compensation and e-benefit are independent variables.

$$ROE = f(\text{ERECRUIT, ESELEC, ETRAIN, EEVAL, ECOMP, EBENEF}, \mu) \quad (1)$$

$$ROE = a_0 + a_1\text{ERECRUIT} + a_2\text{ESELEC} + a_3\text{ETRAIN} + a_4\text{EEVAL} + a_5\text{ECOMP} + a_6\text{EBENEF} + \mu \quad (2)$$

RESULTS AND DISCUSSION

Table-1: The Relationship between E-HRM and Return on Equity

	ROE	E-RECRUIT	E-SELEC	E-TRAIN	E-EVAL	E-COMP	E-BENEF
ROE	1.0000						
ERECRUIT	-0.8462	1.0000					
ESELEC	-0.7008	0.1508*	1.0000				
ETRAIN	-0.6516	0.0870	0.0586	1.0000			
EEVAL	-0.6364	-0.1373	-0.1367	-0.0981	1.0000		
ECOMP	0.5139	0.0031	-0.0750	-0.0061	0.0128	1.0000	
EBENEF	-0.0508	-0.0806	0.0033	-0.0047	0.0251	-0.0356	1.0000

The Table-1 showed the relationship between E-HRM and Return on Equity. It shows that ROE has negative significant relationship with E-RECRUIT with the value of -0.8462, E-SELEC also has negative significant relationship with ROE with the value of -0.7008.Also, E-TRAIN has negative relationship with ROE with the value of-0.6516, Similarly, E-EVAL has negative relationship with ROE with the value of -0.6364 and E-BENEF also has negative relationship with ROE with the value of -0.0508. However, E-COMP has positive relationship with ROE with the value of 0.5139.

Effect of E-HRM on Bank Performance

Table-2: Pooled effect Model on effect of E-HRM on Bank Performance

Dependent variable	Independent variables	Coefficient	Standard error	T	P>/T/	(95% conf. Interval)
ROE	**E-RECRUIT**	-.1106021	.0559317	3.08	0.002	-.221003 -.0002011
	E-SELEC	.0661259	.1529053	4.02	0.001	-.2356867 .3679384
	E-TRAIN	.053141	.1852423	2.96	0.011	-.3124999 .4187819
	E-EVAL	-.2102873	.2035342	3.00	0.006	-.6120337 .1914591
	E-COMP	-.0386808	.1485951	5.01	0.000	-.3319856 .2546239
	E-BENEF	-.0063421	.1296299	4.96	0.000	-.2495282 .2622123
	CONSTANT	15.68397	5.750888	2.73	0.007	4.33257 27.03538
R squared = 0.5922	**Adj R squared** = 0.4234	**Prob> F =** 0.000	**Root MSE =** .48825	**F(6, 172)= 89.5**		

Source: Researcher's Computation (2018).

Table-2 showed the effect of E-RECRUIT, E-SELECT, E-TRAIN, E-EVAL, E-COMP and E-BENEF on ROE. 1% increase in E-RECRUIT decreases ROE by 0.1106%, it shows that there is a negative effect of E-RECRUIT on ROE (β=-0.1106 t=0.002<0.05). 1% increase in E-SELECT increases ROE by 0.0661%, it shows that there is a positive significant effect of E-SELECT on ROE(β=0.0661 t=0.001<0.05).1% increase in E-TRAIN increases ROE by 0.0531%, it shows that there is a positive significant effect of E-TRAIN on ROE(β=0.0531 t=0.011<0.05).1% increase in E-EVAL decreases ROE by 0.2103%, it shows that there is a negative significant effect of E-EVAL on ROE(β=-0.2103 t=0.006<0.05).1% increase in E-COMP decreases ROE by 0.0387%, it shows that there is a negative significant effect of E-COMP on ROE(β=0.-0387t=0.000<0.05). 1% increase in E-BENEF decreases ROE by 0.0531%, it shows that there is a negative significant effect of E-BENEF on ROE(β=-0.0063 t=0.000<0.05).

Given the coefficient of determination (R^2) as 0.5922 which is 59% supported by high value of adjusted R^2 as 42%, it presumes that the independent variables incorporated into this model have been able to explain the effect of E-HRM to 42%. That is, there is a

significant effect of independent variables (E-RECRUIT, E-SELECT, E-TRAIN, E-EVAL, E-COMP and –E-BENEF) on dependent variable EHRM. The F Probability statistic also confirms the significance of this model. The adjusted R^2 of 0.42 indicates that about 42% of total variation in the dependent variable is accounted for by the explanatory variables at level of 0.05 level of significance.

Table-3: Effect of E-HRM on Bank Performance by Random effect.

Dependent variable	Independent variables	Coefficient	Standard error	T	P>/T/	(95% conf. Interval)	
ROE	E-RECRUIT	-.1122217	.0579776	2.97	0.010	-.2258557	.0014124
	E-SELEC	.0617597	.1538706	3.02	0.008	-.2398212	.3633406
	E-TRAIN	.0727797	.1856684	2.95	0.011	-.2911238	.4366831
	E-EVAL	-.2005474	.2050467	4.20	0.000	-.6024316	.2013368
	E-COMP	-.0253792	.14805	3.00	0.004	-.3155518	.2647935
	E-BENEF	.0438324	.1360307	5.30	0.000	-.2227829	.3104476
	CONSTANT	14.47675	5.853683	2.47	0.013	3.00374	25.94975
R-squared within = 0.0393between = 0.0603 overall = 0.0384		Prob> chi2 = 0.4437				Wald chi2 (6) =6.86	

Source: Researcher's Computation (2018).

Random effect needs to be tested because of the doubt that may arise with pooled result. Table-3 showed the effect of E-RECRUIT, E-SELEC, E-TRAIN, E-EVAL, E-COMP and E-BENEF on ROE. 1% increase in E-RECRUIT decreases ROE by 0.1122%, it shows that there is a negative effect of E-RECRUIT on ROE (β=-0.1122 t=0.010<0.05). 1% increase in E-SELECT increases ROE by 0.0618%, it shows that there is a positive significant effect of E-SELECT on ROE(β=0.0618 t=0.008<0.05).1% increase in E-TRAIN increases ROE by 0.0728%, it shows that there is a positive significant effect of E-TRAIN on ROE(β=0.0728 t=0.011<0.05).1% increase in E-EVAL increases ROE by 0.2005%, it shows that there is a positive significant effect of E-EVAL on ROE(β=0.2005 t=0.000<0.05).1% increase in E-COMP decreases ROE by 0.0254%, it shows that there is a negative significant effect of E-COMP on ROE(β=0.-0254 t=0.004<0.05).1% increase in E-BENEF decreases ROE by 0.0438%, it shows that there is a increase significant effect of E-BENEF on ROE(β=-0.0438 t=0.000<0.05).

Table-4: Fixed effect Model on effect of Return on Capital Employed

Dependent variables	Independent variables	Coefficient	Standard error	T	P>/T/	(95% conf. Interval)	
ROE	E-RECRUIT	-.1279108	.0697806	3.00	0.012	-.2657545	.0099329
	E-SELEC	.0359913	.1648418	2.95	0.009	-.289635	.3616177
	E-TRAIN	.1435946	.1966423	6.00	0.000	-.24485	.5320392
	E-EVAL	-.1611122	.2207043	4.02	0.001	-.5970886	.2748641
	E-COMP	.0016617	.1540278	5.11	0.000	-.3026028	.3059261
	EBENEF	.2230943	.1716698	2.97	0.010	-.1160201	.5622087
	CONSTANT	9.893048	6.520237	1.52	0.131	-2.986945	22.77304
R-squared within = 0.0470 between = 0.0090 overall = 0.0294		Prob> F = 0.3716				F(6, 172)= 1.09	

Source: Researcher's Computation (2018).

The result in Table-4 showed the effect of E-RECRUIT, E-SELECT, E-TRAIN, E-EVAL, E-COMP and E-BENEF on ROE. 1% increase in E-RECRUIT decreases ROE by 0.1279%, it shows that there is a negative effect of E-RECRUIT on ROE (β=-0.1279 t=0.012<0.05). 1% increase in E-SELECT increases ROE by 0.0359%, it shows that there is a positive significant effect of E-SELECT on ROE(β=0.0359 t=0.009<0.05).1% increase in E-TRAIN increases ROE by 0.1436%, it shows that there is a positive significant effect of E-TRAIN on ROE(β=0.1436 t=0.000<0.05).1% increase in E-EVAL decreases ROE by 0.1611%, it shows that there is a negative significant effect of E-EVAL on ROE(β=0.1611 t=0.001<0.05).1% increase in E-COMP increases ROE by 0.0017%, it shows that there is a positive significant effect of E-COMP on ROE(β=-0.0017 t=0.000<0.05).1% increase in E-BENEF increases ROE by 0.2231%, it shows that there is a positive significant effect of E-BENEF on ROE(β=-0.2231 t=0.010<0.05).

Table-5: Hausman test

Dependent variables	Independent variables	Coefficient (b)	Coefficient (B)	(b-B) Difference	Sqrt (diag (v-b-v-B)) S.E
ROE	E-RECRUIT	-.1279108	-.1122217	-.0156891	.0388321
	E-SELEC	.0359913	.0617597	-.0257684	.059132
	E-TRAIN	.1435946	.0727797	.0708149	.0647721
	E-EVAL	-.1611122	-.2005474	.0394352	.0816468
	E-COMP	.0016617	-.0253792	.0270408	.0424942
	E-BENEF	.2230943	.0438324	.1792619	.1047196
b = consistent under Ho and **Ha;**	**B = inconsistent under Ha, efficient under** **Ho**	**Test: Ho: difference in coefficients not systematic Chi2 (6) = (b-B)' [(v-b-v-B)^ (-1)] (b-B) = 4.84** **Chi2< 0.6798**			

Source: Researcher's Computation (2018).

To decide between fixed or random effects, Hausman test was conducted where the null hypothesis is that the preferred model is random affects vs. the alternative the fixed effects [33]. It basically tests whether the unique errors (ui) are correlated with the regressors, the null hypothesis is they are not. If Chi2< 0 is less than 0.05 (i.e. significant) use fixed effects, therefore the null hypothesis is rejected, the alternative hypothesis is accepted.

SUMMARY AND CONCLUSION

This study explored the impact of E-HRM on the performance of selected deposits money banks in Nigeria. Specifically, the study examined the extent and levels of E-HRM applications, examined the factors that influence the adoption of E-HRM applications in Nigerian money deposit banks, assessed the influences of E-HRM on banks performance and customer deposits with reference to selected deposits money banks in Nigeria. The study used both primary and secondary sources of data. The primary source was explored to collect information on determinants and the challenges of adopting E-HRM by the sampled banks while secondary data were through the annual financial reports of selected banks.

Pearson product moment correlation and panel data regression analysis technique were employed to estimate the empirical models of the study. The study revealed that E-SELEC, E-TRAIN, and E-EVAL had positive significant effect on ROE (β=0.0359; 0.1436; 0.1611, t=0.009; 0.000; 0.001<0.05). Contrarily, E-RECRUIT, E-COMP and E-BENEF had negative significant impact on ROE (β=-0.1279; -0.0017 and 0.2231; t=0.012; 0.000; 0.003<0.05). Based on the empirical findings, it is concluded that E-recruitment, E-selection. E-training, E-evaluation, E-compensation and E-benefits are major determinants of E-HRM. Also, there is negative relationship between E-HRM and return on equity. Similarly, E- HRM had negative significant effects on Return on Equity (Bank Performance). It is now recommended that Banks should improve on their incentives to their staffs so as to facilitate higher employee performance in Nigerian Banking sector.

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