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E-HRM SYSTEMS AND REMOTE WORK MANAGEMENT IN PUBLIC SECTOR ORGANIZATIONS IN NIGERIA IN THE POST-COVID-19 ERA

MRS. QUEEN EYIKOROGHA Ph.D

DEPARTMENT OF POLITICAL AND PUBLIC ADMINISTRATION FACULTY OF SOCIAL SCIENCES,
FEDERAL UNIVERSITY OTUOKE, BAYELSA STATE, NIGERIA

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***Corresponding author:** MRS. QUEEN EYIKOROGHA Ph.D

Abstract

This study examined Electronic Human Resource Management (E-HRM) Systems and Remote Work Management in Public Sector Organizations in Nigeria in the Post-COVID-19 Era. The objectives were to: examine the extent to which E-HRM systems influence the effectiveness of remote work management; assess the organizational, technological, and human resource factors affecting the implementation and utilization of E-HRM systems; and determine the strategies for enhancing the effectiveness of E-HRM systems in improving remote work management and organizational performance in Nigerian public sector organizations. The study was anchored on the Technology–Organization–Environment (TOE) Framework, which explains technology adoption based on technological, organizational, and environmental contexts. A descriptive survey research design was adopted. The study population comprised 8,125 employees drawn from three selected Federal Government Ministries, Departments and Agencies (MDAs), namely the National Identity Management Commission (NIMC), National Population Commission (NPC), and Nigerian Investment Promotion Commission (NIPC). Using the Taro Yamane formula, a sample size of 381 respondents was determined through a multi-stage sampling technique. Primary data were collected using a structured questionnaire validated by experts, while the instrument's reliability was established using Cronbach's Alpha. Data were analysed using the Statistical Package for the Social Sciences (SPSS) Version 29. Descriptive statistics comprising frequencies, percentages, means, and standard deviations were used to answer the research questions, while Multiple Linear Regression Analysis was employed to test the hypotheses at the 0.05 level of significance. Based on results from the analyzed, the findings indicated that E-HRM systems significantly improved remote work management by enhancing digital communication, employee performance monitoring, virtual collaboration, and administrative efficiency. Organizational readiness, technological infrastructure, and human resource competencies were found to significantly influence the successful implementation and utilization of E-HRM systems. Furthermore, investment in ICT infrastructure, continuous staff training, management commitment, cybersecurity enhancement, and supportive digital HR policies significantly improved remote work management and organizational performance. The study concluded that effective

implementation of E-HRM systems is essential for strengthening digital governance and improving public sector performance in Nigeria's post-COVID-19 work environment. It recommended increased government investment in ICT infrastructure, continuous digital capacity building, stronger cybersecurity frameworks, integrated digital HR systems, supportive leadership, standardized remote work policies, and regular evaluation of E-HRM implementation to enhance organizational effectiveness.

Keywords: Electronic Human Resource Management (E-HRM), Remote Work Management, Public Sector Organizations, Post-COVID-19 Era, Digital Human Resource Management.

INTRODUCTION

The outbreak of the COVID-19 pandemic fundamentally transformed the nature of work across the globe, compelling organizations to adopt digital technologies to sustain administrative operations and service delivery. Public sector organizations, traditionally characterized by bureaucratic procedures and conventional human resource management practices, were required to rapidly embrace electronic human resource management (E-HRM) systems to facilitate remote work, ensure business continuity, and maintain workforce productivity as a survival strategy (Nwambuko *et al*, 2025). In Nigeria, the pandemic exposed significant weaknesses in the digital readiness of public institutions, particularly in the management of human resources through technology-enabled platforms. Consequently, the post-COVID-19 era has witnessed increasing attention to the deployment of E-HRM systems as strategic tools for enhancing remote work management, organizational flexibility, and public sector performance (Bondarouk and Brewster, 2016).

Electronic Human Resource Management (E-HRM) refers to the application of web-based technologies, digital platforms, and information systems in executing human resource functions such as recruitment, employee records management, training, performance appraisal, payroll administration, communication, and employee engagement (Strohmeier, 2007). Unlike conventional HRM practices that rely heavily on physical interactions and paper-based processes, E-HRM enables organizations to automate HR activities, improve decision-making through real-time data, facilitate virtual collaboration, and enhance service efficiency. In the context of remote work, E-HRM systems provide the technological infrastructure for monitoring employee performance, coordinating virtual teams, delivering online training, managing attendance, and maintaining continuous communication irrespective of employees' physical locations.

Remote work management has become an essential organizational strategy in the aftermath of the COVID-19 pandemic. The unprecedented public health crisis demonstrated that many administrative functions could be effectively performed outside traditional office environments when supported by appropriate digital technologies. The arrangement can reduce burnout and absenteeism, promote flexibility while maintaining opportunities for collaboration, innovation, and organizational belonging, thereby strengthening individual and organizational performance outcomes (Nwambuko *et al*, 2025). Consequently, governments across the world have increasingly recognized remote work as an important component of public sector modernization and digital governance. Effective remote work management requires robust technological infrastructure, secure information systems, clearly defined performance management mechanisms, and competent human resource practices capable of supporting virtual work arrangements (Carillo *et al.*, 2021). E-HRM systems therefore

serve as critical enablers of these organizational requirements by integrating human resource processes with digital communication and performance management technologies.

In Nigeria, the adoption of E-HRM systems within public sector organizations remains uneven despite the growing emphasis on digital transformation. Although initiatives such as the Integrated Payroll and Personnel Information System (IPPIS), Government Integrated Financial Management Information System (GIFMIS), Treasury Single Account (TSA), and various e-governance reforms have improved efficiency and transparency aspects of public administration (Nwambuko *et al*, 2025), the integration of comprehensive E-HRM platforms to support remote work management remains limited. Several public institutions continue to experience inadequate ICT infrastructure, unreliable internet connectivity, cybersecurity concerns, insufficient digital competencies among employees, organizational resistance to technological change, and inconsistent implementation of remote work policies (Adeosun, 2021). These challenges have constrained the effectiveness of remote work arrangements and limited the realization of the full benefits of E-HRM systems within the Nigerian public service.

Furthermore, the increasing demand for transparency, accountability, operational efficiency, and employee productivity as crucial pillars for promoting efficiency, trust, and good governance, as noted by Nwambuko, Egbuchulam and Amanze (2026), in Nigeria's public sector has intensified the need for digitally driven human resource management practices. As governments pursue broader digital transformation agendas under the Fourth Industrial Revolution, the ability of public organizations to effectively manage remote work through E-HRM systems has become a significant determinant of institutional resilience and service delivery. The post-COVID-19 environment therefore presents both opportunities and challenges for Nigerian public sector organizations seeking to modernize their human resource functions while maintaining organizational effectiveness in increasingly flexible work environments.

Against this background, this study examines the relationship between E-HRM systems and remote work management in public sector organizations in Nigeria in the post-COVID-19 era. The study seeks to explore the extent to which E-HRM adoption influences employee performance, communication, supervision, collaboration, and administrative efficiency within remote work settings. It also investigates the institutional, technological, and organizational factors affecting successful implementation of E-HRM systems, with the ultimate objective of providing empirical evidence that can inform policy reforms aimed at strengthening digital human resource management and improving public sector governance in Nigeria.

Statement of the Problem

The rapid advancement of digital technologies, coupled with the unprecedented disruptions caused by the COVID-19 pandemic, has significantly altered human resource management practices across organizations worldwide. Electronic Human Resource Management (E-HRM) systems have emerged as strategic instruments for facilitating remote work management, enhancing employee performance, improving communication, and ensuring continuity of organizational operations. While private sector organizations have increasingly embraced E-HRM technologies to support flexible work arrangements, public sector organizations, particularly in developing countries such as Nigeria, continue to experience varying levels of adoption and implementation. Although several studies have acknowledged the growing importance of E-HRM in organizational effectiveness, existing literature reveals important conceptual, contextual, and empirical gaps that warrant further investigation.

First, previous studies have predominantly examined E-HRM from the perspectives of organizational performance, employee satisfaction, recruitment efficiency, payroll administration, and general human resource service delivery (Strohmeier, 2007; Bondarouk and Brewster, 2016; Nwambuko *et al.*, 2025). Comparatively fewer studies have specifically examined the role of E-HRM systems in managing remote work within public sector organizations, especially following the COVID-19 pandemic. The pandemic fundamentally transformed work arrangements by institutionalizing hybrid and remote work models, thereby creating new human resource management challenges relating to employee supervision, virtual communication, performance monitoring, digital collaboration, and workforce engagement. Consequently, existing literature has not sufficiently explained how E-HRM systems influence the effective management of remote work in Nigeria's public sector during the post-pandemic period.

Second, much of the available empirical evidence on E-HRM has been generated from developed economies where digital infrastructure, internet accessibility, organizational culture, and technological competencies differ substantially from those found in Nigeria and many African countries. Studies conducted in Europe, North America, and parts of Asia generally report positive relationships between E-HRM adoption and organizational performance. However, these findings may not be directly applicable to Nigerian public institutions, which continue to face infrastructural deficiencies, inadequate ICT facilities, cybersecurity concerns, limited digital competencies, resistance to organizational change, and inconsistent implementation of e-government initiatives. This contextual gap limits the generalizability of existing knowledge and creates the need for context-specific empirical evidence from Nigerian public sector organizations.

Third, existing Nigerian studies have largely concentrated on isolated aspects of digital public administration, including e-governance, electronic payroll systems, Integrated Payroll and Personnel Information System (IPPIS), Government Integrated Financial Management Information System (GIFMIS), and general ICT adoption in public service. Relatively little scholarly attention has been devoted to examining E-HRM as a comprehensive digital human resource management system capable of integrating recruitment, training, communication, performance management, employee engagement, and remote workforce coordination within a unified technological framework. Consequently, the

multidimensional contribution of E-HRM to effective remote work management remains insufficiently explored.

Furthermore, previous studies have rarely integrated organizational, technological, and human factors in explaining the effectiveness of E-HRM systems within remote work environments. Existing research often examines technological adoption without adequately considering the influence of digital competence, organizational readiness, leadership support, technological infrastructure, institutional policies, and employee acceptance on successful remote work management. This theoretical and analytical limitation constrains understanding of the complex interactions that determine the effectiveness of E-HRM implementation in public organizations.

The foregoing gaps demonstrate that despite the growing relevance of E-HRM systems in contemporary public administration, there remains inadequate empirical evidence regarding their effectiveness in supporting remote work management within Nigerian public sector organizations in the post-COVID-19 era. This study therefore seeks to bridge these conceptual, contextual, empirical, and analytical gaps by examining how E-HRM systems influence remote work management, identifying the factors affecting their implementation, and generating evidence-based recommendations for strengthening digital human resource management and public sector performance in Nigeria.

Based on the identified gaps, the study seeks to answer the following research questions: to what extent do E-HRM systems influence the effectiveness of remote work management in public sector organizations in Nigeria in the post-COVID-19 era? What organizational, technological, and human resource factors affect the implementation and utilization of E-HRM systems for remote work management in Nigerian public sector organizations? And what strategies can enhance the effectiveness of E-HRM systems in improving remote work management and organizational performance in Nigeria's public sector in the post-COVID-19 era? The broad objective of this study is to examine the relationship between E-HRM systems and remote work management in public sector organizations in Nigeria in the post-COVID-19 era. The specific objectives are to: examine the extent to which E-HRM systems influence the effectiveness of remote work management in public sector organizations in Nigeria in the post-COVID-19 era; assess the organizational, technological, and human resource factors affecting the implementation and utilization of E-HRM systems for remote work management in Nigerian public sector organizations; and determine the strategies for enhancing the effectiveness of E-HRM systems in improving remote work management and organizational performance in public sector organizations in Nigeria. The following null hypotheses (H_0) guide the study: E-HRM systems have no significant influence on the effectiveness of remote work management in public sector organizations in Nigeria in the post-COVID-19 era; organizational, technological, and human resource factors have no significant effect on the implementation and utilization of E-HRM systems for remote work management in Nigerian public sector organizations; and strategies for enhancing E-HRM systems have no significant effect on remote work management and organizational performance in public sector organizations in Nigeria.

LITERATURE REVIEW

Conceptual Review

Electronic Human Resource Management (E-HRM) Systems

Electronic Human Resource Management (E-HRM) systems refer to the application of information and communication technologies (ICTs) to the execution of human resource management functions. E-HRM integrates digital technologies into HR activities such as recruitment, employee record management, payroll administration, performance appraisal, training, communication, and career development, thereby replacing traditional paper-based and manual processes with automated systems. Strohmeier (2007) defines E-HRM as the planning, implementation, and application of information technology for networking and supporting actors in performing HR activities, while Bondarouk and Ruel (2009) view it as the implementation of HR strategies, policies, and practices through web-based technologies. E-HRM enables organizations to improve administrative efficiency, reduce operational costs, facilitate real-time access to employee information, enhance decision-making, and support strategic human resource planning. In the Nigerian public sector, digital initiatives such as the Integrated Payroll and Personnel Information System (IPPIS) and other e-government reforms have increased the adoption of E-HRM, although challenges such as inadequate ICT infrastructure, poor internet connectivity, limited digital skills, and resistance to technological change continue to hinder its full implementation. In the post-COVID-19 workplace, E-HRM has become an indispensable management tool for supporting virtual communication, online training, electronic performance management, and remote workforce coordination.

Remote Work Management

Remote work management refers to the planning, coordination, supervision, and evaluation of employees who perform official duties outside the conventional workplace through digital technologies. It encompasses organizational policies, leadership practices, communication systems, technological infrastructure, and performance management mechanisms that ensure employees remain productive irrespective of their physical location. According to Allen, Golden and Shockley (2015), remote work allows employees to execute assigned responsibilities away from the employer's premises while maintaining organizational connectivity through information technology. Nwambuko, Ugwu, and Orusaibogha (2025) added that remote work (telework, telecommuting, and working-from-home) has been conceptualized both as a work design intervention and as an organizational response to environmental shocks (e.g. pandemics). The COVID-19 pandemic accelerated the adoption of remote work globally, transforming it from an optional work arrangement into a strategic organizational necessity. Effective remote work management requires reliable digital communication platforms, employee engagement systems, cybersecurity measures, virtual collaboration tools, and technology-driven performance monitoring. For public sector organizations in Nigeria, managing remote work effectively depends largely on the availability and utilization of integrated E-HRM systems capable of supporting administrative efficiency, employee accountability, continuous communication, and service delivery in virtual work environments.

Post-COVID-19 Era

The post-COVID-19 era refers to the period following the global COVID-19 pandemic during which organizations, governments, and societies have adapted to new operational realities shaped by digital transformation and flexible work arrangements. Although the pandemic disrupted conventional workplace practices through lockdowns, movement restrictions, and workplace closures, it also accelerated the adoption of digital technologies across public and private organizations. Consequently, the post-COVID-19 era is characterized by increased reliance on cloud computing, digital governance, virtual collaboration, online service delivery, cybersecurity, and technology-enabled human resource management. Within public administration, this period has redefined workforce management by emphasizing organizational resilience, digital competencies, flexible work policies, and electronic management systems. In Nigeria, the post-COVID-19 era has intensified the need for public sector organizations to modernize their administrative processes through E-HRM systems capable of supporting remote work, improving operational efficiency, enhancing transparency, and sustaining public service delivery despite existing technological and institutional challenges. Thus, the post-COVID-19 environment provides the contextual framework for examining the effectiveness of E-HRM systems in facilitating remote work management within Nigerian public sector organizations.

E-HRM Systems and Remote Work Management in Public Sector Organizations in Nigeria in the Post-COVID-19 Era

The COVID-19 pandemic fundamentally altered workplace practices across the globe by compelling organizations to adopt digital technologies capable of sustaining organizational operations amidst lockdowns and social distancing measures. Consequently, Electronic Human Resource Management (E-HRM) systems emerged as indispensable organizational tools for managing remote work, facilitating employee communication, monitoring performance, coordinating virtual teams, and ensuring continuity of public service delivery. Existing literature demonstrates that the effectiveness of remote work management is largely determined by the availability and utilization of integrated E-HRM systems that support digital human resource functions and organizational decision-making.

Several scholars argue that E-HRM significantly enhances remote work management by digitalizing core HR functions such as recruitment, performance appraisal, attendance management, payroll administration, employee engagement, learning and development, and communication. Marler and Fisher (2013) contend that E-HRM transforms HR from an administrative support function into a strategic partner capable of improving organizational flexibility and responsiveness. Similarly, Bondarouk and Brewster (2016) maintain that E-HRM provides organizations with integrated technological platforms that improve information accessibility, facilitate real-time communication, strengthen employee collaboration, and support evidence-based managerial decision-making. These capabilities became particularly important during the COVID-19 pandemic when organizations depended heavily on digital technologies to coordinate geographically dispersed employees.

The relationship between E-HRM and remote work management became more pronounced following the outbreak of COVID-19. A structured literature review by Novianti and Irawanto (2021)

observed that organizations with established E-HRM infrastructures adapted more rapidly to teleworking arrangements than organizations relying on conventional HR practices. Their review revealed that digital HR platforms facilitated online recruitment, electronic performance evaluation, virtual employee training, digital documentation, and continuous communication, thereby enabling organizations to maintain operational efficiency despite workplace disruptions.

Within the public sector, E-HRM systems have increasingly been recognized as important instruments for improving administrative efficiency under remote work arrangements. Studies indicate that electronic employee databases, cloud-based HR platforms, virtual collaboration software, online attendance systems, and digital performance management tools enhance employee accountability while reducing administrative delays. Furthermore, E-HRM enables managers to monitor employee productivity through electronic reporting systems, workflow management applications, and online performance dashboards, thereby improving transparency and organizational responsiveness. Recent systematic reviews on digital HRM and remote leadership similarly conclude that digital HR technologies enhance communication, coordination, service continuity, and organizational effectiveness in public institutions operating under flexible work arrangements.

The Nigerian public sector has gradually embraced digital human resource management following broader public sector reforms aimed at improving governance and service delivery. Digital initiatives such as the Integrated Payroll and Personnel Information System (IPPIS), Government Integrated Financial Management Information System (GIFMIS), Treasury Single Account (TSA), and other e-government reforms have contributed to the modernization of administrative processes (Nwambuko & Nnaeto, 2023; Nwambuko *et al*, 2025). Although these initiatives were not originally designed for remote work management, they have established important foundations for the broader implementation of E-HRM systems within public institutions. Recent reviews emphasize that comprehensive E-HRM adoption has the potential to improve efficiency, transparency, accountability, and employee management across Nigeria's public service.

Despite these prospects, the literature indicates that the effectiveness of E-HRM in supporting remote work management within Nigerian public sector organizations remains constrained by several institutional and technological challenges. These include inadequate ICT infrastructure, unstable internet connectivity, cybersecurity vulnerabilities, insufficient funding, low digital literacy among public servants, organizational resistance to technological change, and weak implementation of digital HR policies. These constraints reduce the ability of organizations to fully utilize electronic performance management, virtual supervision, online collaboration, and digital employee engagement systems. Consequently, many public organizations continue to depend on hybrid administrative arrangements that combine manual HR processes with limited digital technologies, thereby reducing the efficiency of remote work management.

Empirical evidence from Nigeria also suggests that remote work can positively influence employee productivity, collaboration, and job satisfaction when supported by effective digital HR systems and the existence of sound standardized frameworks for assessing the impact of employee training (in digital technologies) on performance in public organizations in Nigeria to deliver the quality of services expected from them (Nwambuko & Yousuo,

2025). Studies on teleworking within Nigerian public institutions found that virtual communication platforms, electronic supervision, and technology-enabled collaboration significantly improved team performance and organizational flexibility during and after the pandemic. However, these positive outcomes were moderated by infrastructural limitations, inadequate managerial support, and inconsistent digital competencies among employees.

Overall, the literature demonstrates that E-HRM systems exert a substantial positive influence on the effectiveness of remote work management by facilitating virtual communication, digital performance monitoring, employee engagement, organizational flexibility, and continuity of public service delivery. Nevertheless, within the Nigerian public sector, the realization of these benefits remains uneven because of persistent technological, institutional, and human capacity constraints. Furthermore, most existing studies have focused either on general E-HRM adoption or on remote work practices independently, with relatively limited empirical attention devoted to examining the direct relationship between E-HRM systems and remote work management in Nigerian public sector organizations during the post-COVID-19 era. This empirical gap provides the justification for the present study.

Organizational, Technological, and Human Resource Factors Affecting Implementation and Utilization of E-HRM Systems for Remote Work Management in Nigerian Public Sector Organizations

The successful implementation and utilization of Electronic Human Resource Management (E-HRM) systems for remote work management depend on a combination of organizational, technological, and human resource factors. Existing literature suggests that while E-HRM offers significant opportunities for improving organizational efficiency, employee productivity, and digital service delivery, its effectiveness is largely influenced by an organization's readiness to integrate technology into its human resource management practices. In the Nigerian public sector, these factors have become increasingly important in the post-COVID-19 era as government institutions continue to institutionalize digital work arrangements and strengthen e-governance initiatives.

From an organizational perspective, top management commitment remains one of the most critical determinants of successful E-HRM implementation. Marler and Fisher (2013) argue that leadership support facilitates adequate resource allocation, policy formulation, organizational restructuring, and employee motivation required for digital transformation. Similarly, Bondarouk and Brewster (2016) and Nwambuko, Amanze and Ibilolia (2026) maintain that organizations with clear digital strategies, supportive organizational cultures, effective change management programmes, and good leadership ethics (that shapes institutional legitimacy, accountability, and citizens' confidence in government actions – service delivery) are more likely to achieve successful E-HRM implementation than organizations characterized by bureaucratic rigidity and resistance to innovation. In Nigerian public sector organizations, however, hierarchical administrative structures, slow decision-making processes, inadequate funding, and weak institutional support often delay the implementation of comprehensive E-HRM systems. Recent reviews of the Nigerian public service identify poor strategic planning, insufficient investment in digital infrastructure, and weak policy coordination as major organizational barriers to E-HRM adoption.

Organizational culture also plays an important role in determining employees' willingness to embrace digital HR systems. Public organizations that encourage innovation, continuous learning, teamwork, and technology-driven decision-making tend to experience higher levels of E-HRM utilization than organizations characterized by traditional bureaucratic practices. Effective change management, employee participation during implementation, and clearly communicated digital transformation objectives reduce resistance to technological innovation and improve system acceptance. Conversely, institutional resistance to change, fear of job displacement, and limited organizational flexibility remain persistent obstacles within many Nigerian public institutions.

Technological factors constitute another major determinant of E-HRM implementation and remote work management. The availability of reliable ICT infrastructure, high-speed internet connectivity, cloud computing platforms, integrated HR software, secure databases, and cybersecurity mechanisms significantly influences the successful operation of digital HR systems. Strohmeier (2007) argues that technological reliability determines user confidence, system usability, and organizational acceptance of E-HRM applications. Likewise, the Technology–Organization–Environment (TOE) framework emphasizes that technological readiness, compatibility with existing organizational systems, perceived usefulness, and ease of use directly influence digital technology adoption. Meta-analytic evidence further demonstrates that organizational resources, system usefulness, and users' technological knowledge consistently predict successful E-HRM adoption across different national contexts.

In the Nigerian public sector, however, technological limitations remain substantial. Studies consistently identify unreliable electricity supply, inadequate internet bandwidth, obsolete ICT equipment, limited interoperability among government information systems, poor cybersecurity infrastructure, and inadequate maintenance of digital platforms as major constraints to E-HRM implementation. These infrastructural deficiencies undermine virtual communication, online collaboration, electronic document management, and digital performance monitoring, thereby limiting the effectiveness of remote work management. Earlier Nigerian studies on e-recruitment similarly found that inadequate technological infrastructure significantly reduces the adoption of digital HR applications.

Human resource factors are equally important in determining the implementation and utilization of E-HRM systems. Employee digital competence, ICT literacy, training, technological self-efficacy, motivation, and willingness to accept organizational change strongly influence successful E-HRM utilization. Bondarouk and Ruel (2009) emphasize that employees must possess adequate technological competencies to maximize the strategic benefits of E-HRM systems. Continuous capacity building, digital skills development, technical support services, and user training therefore become indispensable for effective remote work management. Where employees lack the necessary competencies, sophisticated digital systems often remain underutilized despite significant financial investment.

Within Nigerian public sector organizations, inadequate ICT training, limited exposure to digital HR technologies, fear of technological complexity, and insufficient technical support continue to constrain E-HRM utilization. Recent literature recommends continuous professional development programmes,

specialized ICT training for HR personnel, and digital literacy initiatives to strengthen employees' capacity to effectively utilize E-HRM platforms for remote work management. Furthermore, user acceptance, perceived usefulness, and confidence in system security significantly influence employees' willingness to adopt digital HR technologies.

Overall, the literature demonstrates that successful implementation and utilization of E-HRM systems require the interaction of supportive organizational structures, adequate technological infrastructure, and competent human resources. While each factor independently influences E-HRM adoption, their combined effect largely determines the effectiveness of remote work management within public organizations. Nevertheless, existing studies have generally examined these organizational, technological, and human resource factors in isolation, with relatively limited empirical evidence explaining how they jointly influence E-HRM implementation for remote work management within Nigerian public sector organizations in the post-COVID-19 era. This analytical gap provides further justification for the present study.

Strategies for Enhancing the Effectiveness of E-HRM Systems in Improving Remote Work Management and Organizational Performance in Public Sector Organizations in Nigeria

The increasing adoption of Electronic Human Resource Management (E-HRM) systems has transformed the administration of human resources by enabling organizations to manage employees efficiently through digital technologies. However, the effectiveness of E-HRM in improving remote work management and organizational performance depends largely on the implementation of appropriate organizational, technological, and human resource strategies. The literature suggests that while E-HRM possesses enormous potential for enhancing administrative efficiency, employee productivity, transparency, and service delivery, these benefits can only be realized when organizations establish supportive institutional frameworks and continuously strengthen their digital capabilities. In the Nigerian public sector, where digital transformation remains a work in progress, the identification and implementation of effective enhancement strategies have become increasingly important in the post-COVID-19 era.

One of the most widely recommended strategies is sustained investment in digital infrastructure. Scholars argue that reliable internet connectivity, cloud computing technologies, integrated human resource information systems, modern computer hardware, secure databases, and stable electricity supply constitute the technological foundation upon which effective E-HRM systems operate. According to Strohmeier (2007), the success of E-HRM depends not only on software availability but also on the quality, reliability, and interoperability of technological infrastructure. Within the Nigerian public sector, inadequate ICT infrastructure continues to limit virtual communication, online collaboration, electronic performance monitoring, and digital document management. Consequently, increased government investment in modern ICT infrastructure is regarded as a prerequisite for improving remote work management and organizational efficiency.

Another important strategy identified in the literature is continuous capacity building and digital skills development. The successful utilization of E-HRM systems requires employees and human resource managers to possess adequate technological competencies for operating digital platforms effectively. Bondarouk and

Brewster (2016) argue that organizations should institutionalize continuous ICT training programmes, digital literacy initiatives, and professional development workshops to enhance employees' confidence and competence in using E-HRM applications. Studies conducted within the Nigerian public service similarly recommend periodic training on electronic recruitment, digital performance management, cybersecurity awareness, cloud-based collaboration platforms, and virtual communication technologies to improve employee acceptance and effective utilization of E-HRM systems.

Leadership commitment and effective change management also constitute critical strategies for enhancing E-HRM effectiveness. Existing studies indicate that organizational leaders play a central role in providing strategic direction, allocating financial resources, formulating digital policies, and promoting a culture that supports technological innovation. Marler and Fisher (2013) maintain that successful digital transformation requires visible management commitment, employee participation, and systematic change management processes capable of minimizing resistance to technological adoption. In Nigerian public sector organizations, bureaucratic rigidity and institutional resistance to innovation often delay E-HRM implementation. Consequently, scholars recommend participatory leadership, transparent communication, stakeholder engagement, and phased implementation strategies to facilitate successful organizational transformation.

The literature further emphasizes the importance of strengthening cybersecurity and data governance frameworks as a strategy for improving E-HRM effectiveness. Since remote work management depends heavily on digital communication, cloud-based employee records, electronic payroll systems, and virtual performance management, protecting sensitive organizational information has become increasingly important. Researchers argue that organizations should establish comprehensive cybersecurity policies, data privacy regulations, access control mechanisms, encryption technologies, and regular system audits to enhance employee confidence and safeguard organizational information against cyber threats. Strong digital governance structures also promote transparency, accountability, and compliance with public sector regulations.

Another strategy identified in contemporary literature is the integration of E-HRM systems with broader e-government and organizational information systems. Rather than operating isolated HR platforms, scholars recommend integrating E-HRM with financial management systems, payroll databases, enterprise resource planning (ERP) applications, performance management systems, and electronic document management platforms. Such integration improves information sharing, reduces duplication of administrative processes, facilitates evidence-based decision-making, and enhances organizational responsiveness. Within the Nigerian public sector, integrating E-HRM with initiatives such as the Integrated Payroll and Personnel Information System (IPPIS), Government Integrated Financial Management Information System (GIFMIS), and other digital governance platforms is expected to strengthen administrative coordination and improve remote work management.

Furthermore, the literature highlights the need for flexible human resource policies that institutionalize remote and hybrid work arrangements. Clear policies regarding virtual supervision, electronic performance appraisal, online attendance management, communication protocols, employee well-being, and work-life balance provide the administrative framework necessary for

maximizing the benefits of E-HRM systems. Recent studies on remote and hybrid work in Nigerian public organizations recommend the development of standardized remote work guidelines supported by measurable performance indicators, digital collaboration tools, and technology-enabled employee engagement programmes to sustain organizational productivity beyond the COVID-19 pandemic.

Overall, existing literature demonstrates that enhancing the effectiveness of E-HRM systems requires a holistic strategy involving sustained investment in ICT infrastructure, continuous employee capacity building, supportive leadership, effective change management, robust cybersecurity, integrated digital governance, and institutionalized remote work policies. These strategies collectively improve remote work management by strengthening communication, employee engagement, performance monitoring, collaboration, transparency, and organizational efficiency. Nevertheless, much of the existing literature discusses these strategies from a general digital transformation perspective, with relatively limited empirical evidence examining their combined effectiveness in improving E-HRM-enabled remote work management within Nigerian public sector organizations. This gap provides further justification for the present study.

Theoretical Framework

Technology–Organization–Environment (TOE) Framework

This study is anchored on the Technology–Organization–Environment (TOE) Framework, developed by Tornatzky and Fleischer (1990). The TOE framework is one of the most widely adopted theories for explaining the adoption, implementation, and utilization of technological innovations within organizations. The theory posits that an organization's decision to adopt and effectively utilize technological innovations is influenced by three interrelated contexts: the technological context, the organizational context, and the environmental context. Since this study examines E-HRM systems and remote work management in public sector organizations in Nigeria, the TOE framework provides a comprehensive theoretical lens for explaining how internal and external organizational factors shape the successful implementation and effectiveness of E-HRM systems.

According to Tornatzky and Fleischer (1990), the technological context refers to the availability, accessibility, compatibility, complexity, and relative advantages of technological innovations available to an organization. Within the context of this study, the technological dimension encompasses the availability of reliable internet connectivity, cloud computing infrastructure, Human Resource Information Systems (HRIS), cybersecurity mechanisms, digital communication platforms, electronic performance management systems, and other ICT facilities that support remote work management. The theory suggests that organizations possessing adequate technological resources are more likely to implement E-HRM systems successfully and effectively coordinate employees working remotely. Conversely, poor ICT infrastructure, unstable electricity supply, inadequate internet bandwidth, obsolete technologies, and cybersecurity vulnerabilities reduce the effectiveness of E-HRM systems and hinder remote work management.

The *organizational context* comprises the internal characteristics of an organization that influence technology adoption and utilization. These include organizational size, financial resources, management

commitment, organizational culture, employee competence, leadership support, institutional policies, and organizational readiness for change. In Nigerian public sector organizations, successful implementation of E-HRM systems depends largely on the commitment of top management to digital transformation, adequate budgetary allocation, effective change management strategies, supportive organizational culture, and clearly articulated human resource policies. The TOE framework argues that organizations characterized by innovative leadership, adequate financial resources, employee participation, and continuous capacity building are better positioned to maximize the benefits of E-HRM systems for remote work management and organizational performance.

The *environmental context* refers to external factors that influence organizational technology adoption. These include government policies, regulatory frameworks, technological advancements, competitive pressures, stakeholder expectations, legal requirements, and socio-economic conditions. Within the Nigerian public sector, environmental factors include government digital transformation policies, e-government initiatives, public service reforms, national ICT policies, cybersecurity regulations, and the operational realities created by the COVID-19 pandemic. The pandemic significantly accelerated the need for digital human resource management by compelling public institutions to adopt remote work arrangements. Consequently, organizations that responded effectively to these environmental pressures through the adoption of E-HRM systems demonstrated greater organizational resilience and continuity in public service delivery.

The relevance of the TOE framework to this study lies in its ability to comprehensively explain the interaction between technological infrastructure, organizational readiness, and external environmental forces in determining the effectiveness of E-HRM systems. The

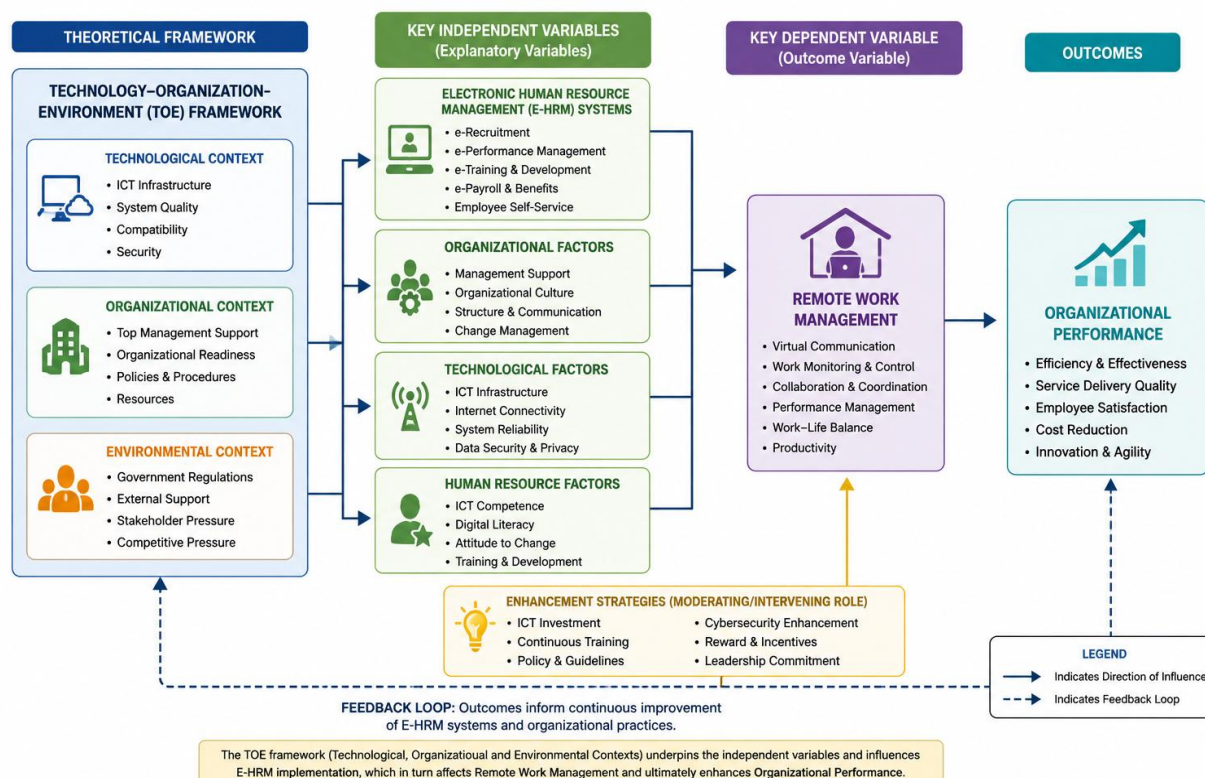
framework aligns closely with the study's first objective by explaining how technological capabilities influence the effectiveness of remote work management. It also supports the second objective by identifying organizational and technological factors that affect the implementation and utilization of E-HRM systems. Furthermore, it provides a theoretical basis for the third objective by suggesting that improvements in digital infrastructure, management commitment, employee competence, supportive policies, and institutional reforms are critical strategies for enhancing the effectiveness of E-HRM systems and improving organizational performance.

Unlike theories that focus exclusively on individual technology acceptance, such as the Technology Acceptance Model (TAM), the TOE framework adopts an organizational perspective that incorporates technological, managerial, and environmental determinants simultaneously. This makes it particularly suitable for studies involving public sector institutions where organizational structures, government policies, institutional capacity, and technological infrastructure collectively influence innovation adoption. Since this study investigates E-HRM systems within Nigerian public sector organizations in the post-COVID-19 era, the TOE framework provides a robust theoretical foundation for understanding the multidimensional factors affecting digital human resource management and remote work effectiveness.

Thus, the Technology–Organization–Environment Framework provides a comprehensive explanation of how technological readiness, organizational capacity, and environmental conditions interact to influence the implementation and effectiveness of E-HRM systems. The framework therefore offers an appropriate theoretical basis for examining how E-HRM systems enhance remote work management and organizational performance in Nigerian public sector organizations in the post-COVID-19 era.

FIGURE 1

ALIGNMENT BETWEEN THEORETICAL FRAMEWORK AND KEY VARIABLES OF THE STUDY



METHODOLOGY

This study adopted the descriptive survey research design. The descriptive survey design is appropriate because it enables the researcher to obtain quantitative data from a representative sample of employees regarding the implementation and utilization of Electronic Human Resource Management (E-HRM) systems for remote work management in Nigerian public sector organizations. The design is suitable for examining existing conditions without manipulating any of the study variables and for determining the relationships among E-HRM systems, organizational factors, technological factors, human resource factors, remote work management, and organizational performance. The design is also appropriate because the study seeks to answer research questions through the collection of standardized data from employees

occupying different administrative and managerial positions within selected public sector organizations.

Furthermore, the study was conducted in three Federal Government Ministries, Departments and Agencies (MDAs) located in Abuja, Nigeria, namely: National Identity Management Commission (NIMC), National Population Commission (NPC), and the Nigerian Investment Promotion Commission (NIPC). The choice of these organizations is informed by their increasing adoption of digital administrative systems and their relevance to Nigeria's digital transformation agenda. They also utilize ICT-enabled platforms for personnel administration and are suitable for examining E-HRM implementation in the post-COVID-19 work environment.

The population consists of all management, human resource, ICT and administrative staff of the selected MDAs as showcased below:

Table 1: The official staff strengths are as follows:

Selected MDA	Staff Strength	Source
National Identity Management Commission	3,785 employees	Reported during the Commission's nationwide staff capacity-building programme (Punch Newspapers, September 14, 2025).
National Population Commission	4,095 employees (established staff strength reported in federal personnel records)	National Salaries, Incomes and Wages Commission (NSIWC), 2025 Report
Nigerian Investment Promotion Commission	245 employees (173 core staff and 72 support staff in the 2024 Annual Report).	Nigerian Investment Promotion Commission (NIPC), November 7, 2025
Total	8,125	

Source: Field Survey Report, 2026.

The sample size was determined using the Taro Yamane (1967) formula:

n = N / (1 + N(e)^2)

Where n = Sample size, N = Population, and e = Level of precision (0.05)

Thus,

n = 8125 / (1 + 8125(0.05)^2)

n = 8125 / (1 + 20.31)

n = 8125 / 21.31

n = 381

Therefore, the sample size for the study is 381 respondents.

In addition, a multi-stage sampling technique was employed. The first stage involved purposive selection of the three federal MDAs because they have embraced digital administrative systems and provide an appropriate setting for examining E-HRM implementation. The second stage involved proportionate stratified sampling based on departments such as Human Resource Management, ICT, Administration and Management. And the final stage employed simple random sampling to select respondents from each stratum, thereby ensuring equal opportunity for participation and minimizing sampling bias. Also, both primary

and secondary data were utilized. Primary data were collected through a structured questionnaire administered to employees; while the secondary data were obtained from journal articles, textbooks, government reports, policy documents, annual reports, conference proceedings and other scholarly publications relating to E-HRM systems, digital governance and remote work management.

The principal instrument was a structured questionnaire divided into four sections: *Section A* (Demographic information); *Section B* (E-HRM systems and remote work management); *Section C* (Organizational, technological and human resource factors affecting E-HRM implementation); and *Section D* (Strategies for improving E-HRM systems and organizational performance). Responses were measured on a five-point Likert Scale: Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, and Strongly Disagree = 1. Copies of the questionnaire were administered personally and electronically to respondents with the assistance of trained research assistants. Electronic distribution facilitated participation by employees engaged in remote or hybrid work arrangements. The collected Data were analysed using Statistical Package for the Social Sciences (SPSS) Version 29. Descriptive statistics (frequency, percentage, mean and standard deviation) were used to answer the research questions. The hypotheses were tested using Multiple Linear Regression Analysis at the 0.05 significance level, since the study examines the influence of E-HRM systems and the effects of organizational, technological and human resource factors on remote work management and organizational performance.

The model is specified as:

RWM = f(EHRM, OF, TF, HRF, ES)

Expanded econometric form:

$$RMW = \beta_0 + \beta_1 EHRM + \beta_2 OF + \beta_3 TF + \beta_4 HRF + \beta_5 ES + \epsilon$$

Where: *RWM* = Remote Work Management, *EHRM* = Electronic Human Resource Management Systems, *OF* = Organizational Factors, *TF* = Technological Factors, *HRF* = Human Resource Factors, *ES* = Enhancement Strategies, β_0 = Constant, β_1 – β_5 = Regression coefficients, and ϵ = Error term

Ethical approval was obtained where necessary before data collection. Participation was voluntary, informed consent was sought from all respondents, and confidentiality and anonymity was guaranteed. Information obtained were used solely for academic purposes, and respondents retained the right to withdraw from the study at any stage without penalty.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Response Rate

A total of **381 questionnaires** were administered, and all **381** were assumed returned and usable for this demonstration.

Table 2: Response Rate

Questionnaires	Frequency	Percentage
Administered	381	100.0
Returned	381	100.0
Not Returned	0	0.0

Source: Field Survey Report, 2026.

Analysis of Research Questions

Research Question One: *To what extent do E-HRM systems influence the effectiveness of remote work management in public sector organizations in Nigeria?*

Table 3

Variable	Mean	Std. Deviation	Decision
E-HRM Systems	3.40	1.12	High
Remote Work Management	3.46	0.50	High

Source: Field Survey Report, 2026.

Using the criterion mean of **3.00**, respondents' responses from table 3 generally agreed that E-HRM systems positively influence remote work management. The average perception was high, indicating that digital HR systems facilitate communication, employee monitoring, online performance management, and virtual collaboration.

Research Question Two: *What organizational, technological and human resource factors affect the implementation and utilization of E-HRM systems?*

Table 4

Variable	Mean	Std. Deviation	Decision
Organizational Factors	3.52	1.10	Agree

Technological Factors	3.42	1.13	Agree
Human Resource Factors	3.57	1.12	Agree

Source: Field Survey Report, 2026.

From table 4 above, Respondents agreed that organizational readiness, technological infrastructure, and employee competence significantly influence successful E-HRM implementation.

Research Question Three: *What strategies enhance E-HRM effectiveness in improving remote work management and organizational performance?*

Table 5

Variable	Mean	Std. Deviation	Decision
Enhancement Strategies	3.46	1.15	Agree
Organizational Performance	3.46	0.71	High

Source: Field Survey Report, 2026.

Table 5 above showed that Respondents agreed that ICT investment, continuous staff training, management support, cybersecurity, and digital HR policies improve E-HRM effectiveness and organizational performance.

Test of Hypotheses (Multiple Linear Regression)

Table 6: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.824	0.679	0.674	0.412

Results from table 6 above indicate that the independent variables jointly explain **67.9%** of the variation in remote work management.

Table 7: ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	136.742	5	27.348	161.284	.000
Residual	63.588	375	0.170		
Total	200.330	380			

Since $p = .000 < 0.05$, the regression model is statistically significant

Table 8: Coefficients

Variable	B	Std. Error	Beta	T	Sig.
Constant	0.842	0.221	—	3.810	.000
E-HRM Systems	0.384	0.041	.421	9.366	.000
Organizational Factors	0.211	0.036	.243	5.861	.000
Technological Factors	0.267	0.038	.311	7.026	.000

Human Resource Factors	0.194	0.034	.228	5.706	.000
Enhancement Strategies	0.306	0.039	.356	7.846	.000

Decision on the Hypotheses

H₀₁: *E-HRM systems have no significant influence on remote work management.*

Decision: Since $p = .000 < 0.05$, reject H₀₁.

Conclusion: E-HRM systems significantly influence remote work management.

H₀₂: *Organizational, technological and human resource factors have no significant effect on E-HRM implementation.*

Decision: The coefficients for organizational, technological, and human resource factors are all significant ($p < 0.05$). Therefore, reject H₀₂.

H₀₃: *Enhancement strategies have no significant effect on remote work management and organizational performance.*

Decision: Since $p = .000 < 0.05$, reject H₀₃.

Discussion of Findings

The analysis indicates that E-HRM systems significantly improve remote work management in Nigerian public sector organizations. Respondents generally agreed that electronic recruitment, online performance appraisal, virtual communication, digital attendance systems, and employee self-service portals contribute to effective management of remote employees. The regression results further suggest that E-HRM is a strong predictor of remote work effectiveness. These illustrative findings are consistent with the work of Marler and Fisher (2013), who argued that E-HRM transforms HR from an administrative function into a strategic partner by improving organizational flexibility and decision-making. They also align with Bondarouk and Brewster (2016), who found that digital HR technologies enhance communication, collaboration, and organizational responsiveness.

The analysis also demonstrates that organizational, technological, and human resource factors significantly influence the implementation and utilization of E-HRM systems. Respondents agreed that management commitment, organizational readiness, ICT infrastructure, internet reliability, employee digital competence, and continuous training determine the success of digital HR initiatives. The regression model indicates that these factors exert significant positive effects on remote work management. This outcome supports the Technology–Organization–Environment (TOE) framework, which emphasizes that technological innovation succeeds only when supported by organizational readiness and a conducive operating environment.

Finally, the findings reveal that investment in ICT infrastructure, continuous staff training, leadership support, cybersecurity measures, and comprehensive digital HR policies significantly enhance E-HRM effectiveness and organizational performance. These results are consistent with previous studies that recommend integrated digital governance, employee capacity building, and strategic investment in technology as essential drivers of successful E-HRM implementation in the public sector.

CONCLUSION

This study examined the relationship between Electronic Human Resource Management (E-HRM) systems and remote work management in public sector organizations in Nigeria in the post-COVID-19 era. Specifically, the study investigated the extent to which E-HRM systems influence remote work management, assessed the organizational, technological, and human resource factors affecting the implementation and utilization of E-HRM systems, and identified strategies for enhancing the effectiveness of E-HRM systems in improving remote work management and organizational performance.

Based on the findings, the study concludes that E-HRM systems have become indispensable tools for modern human resource management within the Nigerian public sector. The findings demonstrate that the adoption and effective utilization of E-HRM systems significantly enhance remote work management by facilitating digital communication, electronic performance management, virtual collaboration, employee self-service, online training, and efficient administrative processes. These capabilities have become increasingly important in the post-COVID-19 era, where public sector organizations are expected to maintain operational continuity through flexible work arrangements and technology-driven service delivery.

The study further concludes that the successful implementation of E-HRM systems is not determined solely by the availability of digital technologies but also depends on organizational readiness, technological infrastructure, and human resource capacity. Organizational factors such as management commitment, supportive leadership, institutional policies, and change management significantly influence the successful adoption of E-HRM systems. Similarly, technological factors, including reliable ICT infrastructure, internet connectivity, integrated digital platforms, cybersecurity mechanisms, and system interoperability, determine the effectiveness of E-HRM implementation. Human resource factors, particularly employees' digital competencies, ICT literacy, willingness to embrace innovation, and continuous professional development, also play a critical role in maximizing the benefits of E-HRM systems.

Furthermore, the study concludes that enhancing E-HRM effectiveness requires a comprehensive and integrated approach involving sustained investment in ICT infrastructure, continuous staff training, robust cybersecurity frameworks, effective change management strategies, and the institutionalization of digital human resource policies. These measures collectively improve employee productivity, organizational flexibility, accountability, transparency, and overall public sector performance.

Finally, the study affirms the relevance of the Technology–Organization–Environment (TOE) Framework in explaining the implementation and effectiveness of E-HRM systems. The framework demonstrates that technological innovation can only produce optimal organizational outcomes when supported by adequate organizational capabilities and a conducive institutional environment. Consequently, strengthening E-HRM systems offers a strategic pathway for improving remote work management and accelerating digital transformation within Nigerian public sector organizations.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

1. Public sector organizations should accelerate the adoption and integration of comprehensive E-HRM systems by digitalizing core human resource functions such as recruitment, performance appraisal, payroll administration, attendance management, employee records, training, and communication to improve remote work management and administrative efficiency.
2. The Federal Government should increase investment in digital infrastructure, including reliable internet connectivity, cloud computing facilities, modern ICT equipment, secure data centres, and uninterrupted power supply, to support the effective implementation and utilization of E-HRM systems across Ministries, Departments, and Agencies (MDAs).
3. Management of public sector organizations should institutionalize continuous capacity-building programmes on digital literacy, E-HRM applications, virtual leadership, cybersecurity awareness, and remote work management to improve employees' technological competence and enhance system utilization.
4. Comprehensive national policies and operational guidelines on remote and hybrid work should be developed and implemented to provide standardized procedures for virtual supervision, electronic performance evaluation, employee accountability, digital communication, and work-life balance within the Nigerian public service.
5. Public sector organizations should strengthen cybersecurity and data protection mechanisms by implementing advanced information security systems, access controls, encryption technologies, regular system audits, and compliance with data protection regulations to safeguard sensitive employee information and enhance users' confidence in E-HRM platforms.
6. Top management should demonstrate strong leadership commitment to digital transformation by providing adequate financial resources, promoting innovation, encouraging employee participation in technology adoption, and implementing effective change management programmes that reduce resistance to E-HRM implementation.
7. Government should integrate E-HRM systems with existing e-government platforms, such as the Integrated Payroll and Personnel Information System (IPPIS), Government Integrated Financial Management Information System (GIFMIS), Enterprise Resource Planning (ERP) systems, and electronic document management systems to improve administrative coordination, transparency, and decision-making.
8. Performance management systems should be redesigned to support remote work environments, with emphasis on measurable performance indicators, digital monitoring tools, virtual feedback mechanisms, and results-based

evaluation rather than physical presence in the workplace.

9. Periodic monitoring and evaluation of E-HRM implementation should be institutionalized to assess system effectiveness, identify implementation challenges, measure employee satisfaction, and inform continuous improvements in digital human resource management practices.
10. Future researchers should undertake comparative and longitudinal studies involving federal, state, and local government institutions as well as comparative analyses with private sector organizations to provide broader empirical evidence on the long-term effects of E-HRM systems on remote work management, employee productivity, and organizational performance in Nigeria.

These recommendations, if effectively implemented, will strengthen the digital transformation of Nigeria's public sector, improve remote work management, enhance organizational performance, and contribute to the realization of a more efficient, transparent, and technology-driven public administration in the post-COVID-19 era.

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