

E-HRM PRACTICES AND ORGANISATIONAL AGILITY IN MULTINATIONAL FIRMS IN RIVERS STATE, NIGERIA

Dr. Kalapapa Benjamin Dappa & Dr. Helen Nneka Ofor

kalapapa.dappa@iaue.edu.ng, helen.ofor@iaue.edu.ng

**Department of Employment Relations and Human Resource Management,
Faculty of Administration and Management,**

**Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State,
Nigeria**

Abstract

This study examined the relationship between E-HRM practices and organisational agility in multinational firms operating in Rivers State, Nigeria. In today's dynamic business environment, organisations increasingly rely on digital human resource systems to improve efficiency, responsiveness, and adaptability. However, the extent to which e-performance management and employee self-service systems enhance organisational responsiveness and flexibility remains a key concern in HRM research and practice. E-HRM practices were measured through e-performance management and employee self-service systems, while organisational agility was assessed using responsiveness agility and flexibility agility. The study was anchored on the Dynamic Capabilities Theory. A cross-sectional survey research design was adopted. The study population comprised 1,200 drawn from 10 purposively selected multinational firms operating in Rivers State, Nigeria, and a sample size of 300 respondents was determined using the Taro Yamane formula. A total of 300 questionnaires were distributed, 285 (95.00%) were retrieved, 12 (4.00%) were invalid, and 273 (91.00%) were valid and used for analysis, while 15 (5.00%) were not returned. Data were analyzed using descriptive statistics and the Pearson Product Moment Correlation Coefficient (PPMC) at a 0.05 level of significance. The study found that e-performance management and employee self-service systems have significant positive relationships with responsiveness agility and flexibility agility. The study concludes that E-HRM practices enhance organisational agility and recommends greater adoption of digital HR systems and employee training to improve organisational responsiveness and flexibility.

Keywords: *E-HRM, e-performance management, employee self-service systems, organisational agility, dynamic capabilities theory.*

Introduction

Organisations worldwide are undergoing rapid digital transformation driven by advances in artificial intelligence, cloud computing, big data analytics, and mobile technologies. These innovations have reshaped how organisations manage employees, deliver services, and sustain competitiveness in dynamic business environments. Consequently, traditional human resource management (HRM) practices are increasingly being replaced by electronic human resource management (E-HRM) systems that automate HR functions, improve decision-making, and support strategic workforce management. Beyond administrative efficiency, E-HRM has become a strategic resource that enhances organisational effectiveness and enables firms to respond more rapidly to environmental changes (Marler & Parry, 2016; Panos & Bellou, 2020).

Electronic Human Resource Management (E-HRM) refers to the application of digital technologies and web-based platforms to perform HR activities such as recruitment, performance management, training, compensation administration, employee records management, and communication. By digitizing these functions, organisations reduce paperwork, improve transparency, accelerate service delivery, and provide employees and managers with timely access to HR information. Consequently,

HR departments are increasingly positioned as strategic partners that support organisational goals through technology-enabled decision-making (Marler & Parry, 2016).

The adoption of E-HRM has accelerated with globalization and the growing complexity of managing geographically dispersed employees, particularly in multinational firms. Integrated digital HR platforms enable organisations to standardize HR practices, improve communication, and coordinate workforce activities across multiple locations. As a result, organisations implementing E-HRM often experience improvements in operational efficiency, employee productivity, communication, and overall organisational performance. Among the major dimensions of E-HRM, e-performance management plays a critical role by enabling organisations to electronically set performance targets, monitor employee performance, conduct appraisals, and provide continuous feedback. Unlike conventional appraisal systems, e-performance management supports real-time performance monitoring, allowing managers to identify performance gaps quickly and implement timely corrective actions. This enhances accountability, transparency, and consistency in employee performance evaluation (Marler & Parry, 2016). Another important dimension is employee self-service (ESS), which allows employees to access HR services through secure online platforms. ESS enables employees to update personal information, apply for leave, access payroll details, register for training, and communicate directly with HR departments. This reduces administrative workload, improves response time, empowers employees, and allows HR professionals to focus on more strategic organisational responsibilities.

The increasing reliance on digital HR systems has heightened the importance of organisational agility, particularly in today's volatile and technology-driven business environment. Organisations must continually respond to changing customer expectations, technological advances, competitive pressures, and economic uncertainties. Organisational agility therefore represents a critical capability that enables firms to respond effectively to environmental changes while maintaining operational efficiency and competitive advantage.

Organisational agility refers to an organisation's ability to sense environmental changes, make timely decisions, and reconfigure resources and processes to meet changing market demands. It encompasses responsiveness, flexibility, adaptability, learning, and innovation, enabling organisations to survive and thrive in uncertain environments. Agile organisations are generally better equipped to respond to technological changes, customer needs, and competitive challenges than organisations with rigid structures (Tallon et al., 2019).

This study focuses on two important measures of organisational agility: responsiveness agility and flexibility agility. Responsiveness agility reflects an organisation's ability to recognize environmental changes and respond promptly through effective decision-making and operational adjustments. Flexibility agility, on the other hand, refers to the organisation's capacity to modify structures, processes, and resource allocation to accommodate changing business conditions with minimal disruption (Tallon et al., 2019).

Digital technologies have become significant enablers of organisational agility by improving information sharing, communication, and decision-making speed. Through digital HR systems, organisations can access accurate workforce information, monitor employee performance continuously, facilitate collaboration, and strengthen organisational learning. Consequently, organisations that effectively implement E-HRM practices are more likely to develop higher levels of responsiveness and flexibility than those relying primarily on traditional HR systems. The relationship between E-HRM and organisational agility is particularly important for multinational firms because they operate across diverse geographical locations and highly competitive environments. Managing employees across multiple business units requires integrated HR systems that facilitate coordination

and consistent HR practices. In this context, e-performance management supports continuous performance monitoring, while employee self-service improves communication, employee participation, and administrative efficiency. Together, these practices can strengthen organisational responsiveness and flexibility by enabling faster information flow and more effective managerial decision-making.

In Nigeria, multinational firms contribute significantly to sectors such as oil and gas, manufacturing, telecommunications, financial services, and consumer goods. Rivers State, especially Port Harcourt, hosts many multinational corporations that operate in an increasingly dynamic environment characterized by technological change, economic uncertainty, regulatory pressures, and intense competition. These conditions require organisations to strengthen their capacity to respond quickly and adapt continuously to changing business demands.

Although many multinational firms have invested in digital HR technologies, the level of implementation of advanced E-HRM practices such as e-performance management and employee self-service varies considerably. Differences in technological infrastructure, organisational readiness, leadership commitment, employee digital competence, and investment priorities continue to influence the effectiveness of E-HRM implementation. Moreover, while previous studies have established positive relationships between E-HRM and organisational outcomes such as productivity, service quality, innovation, and organisational performance, relatively few have specifically examined how E-HRM practices influence organisational agility, particularly within multinational firms operating in developing economies. Furthermore, most existing studies have been conducted in developed countries where technological infrastructure and organisational environments differ substantially from those in Nigeria. Consequently, findings from these studies cannot be directly generalized to multinational firms in Rivers State. This highlights the need for context-specific empirical evidence on how E-HRM practices contribute to organisational agility in Nigerian multinational firms.

Against this background, this study examines the relationship between E-HRM practices and organisational agility in multinational firms in Rivers State, Nigeria. Specifically, the study investigates e-performance management and employee self-service as dimensions of E-HRM practices, and responsiveness agility and flexibility agility as measures of organisational agility. The findings are expected to contribute to the growing body of knowledge on digital human resource management while providing practical insights for managers seeking to enhance organisational agility through effective E-HRM implementation.

Statement of the Problem

The increasing pace of digital transformation has compelled organisations to adopt electronic human resource management (E-HRM) practices to improve operational efficiency, enhance employee management, and strengthen organisational competitiveness. E-HRM technologies, including e-performance management and employee self-service systems, have transformed traditional HR functions by enabling real-time performance monitoring, faster information sharing, and improved employee access to HR services. Beyond administrative efficiency, these technologies are expected to enhance the strategic role of HR and contribute to organisational capabilities such as responsiveness and flexibility (Marler & Parry, 2016; Bondarouk et al., 2017). Despite the growing adoption of E-HRM globally, many organisations continue to struggle to achieve the level of organisational agility required to respond effectively to rapidly changing business environments. Organisations today face frequent technological disruptions, changing customer expectations, regulatory uncertainties, and intense global competition. These environmental pressures require

firms to respond quickly to market changes and continuously adapt their structures, processes, and workforce. However, many organisations still experience delays in decision-making, rigid operational processes, slow information flow, and limited adaptability despite substantial investments in digital technologies. Recent literature suggests that merely implementing digital technologies does not automatically translate into organisational agility; rather, the effectiveness of specific digital HR practices determines whether organisations realize strategic benefits (Walter, 2021; Ciampi et al., 2021).

Multinational firms are particularly vulnerable to these challenges because they coordinate geographically dispersed employees, operate across multiple regulatory environments, and must maintain consistent HR practices while responding quickly to local market demands. Effective e-performance management can facilitate continuous employee monitoring and timely managerial interventions, while employee self-service systems can improve communication, employee participation, and administrative efficiency. Nevertheless, evidence indicates that the successful implementation of these E-HRM practices remains uneven across organisations due to differences in technological capability, organisational readiness, leadership support, and employee digital competence (Marler & Parry, 2016). In Nigeria, multinational firms have increasingly embraced digital technologies as part of broader organisational transformation initiatives. However, many organisations still encounter operational challenges associated with inadequate integration of digital HR systems, fragmented information flows, and inconsistent utilization of electronic HR platforms. These challenges may weaken organisational responsiveness and reduce the flexibility required to compete in today's volatile business environment. Although organisations continue to invest significantly in digital HR technologies, there is limited empirical evidence demonstrating whether specific E-HRM practices, particularly e-performance management and employee self-service, effectively enhance organisational agility within the Nigerian context.

Furthermore, existing empirical studies have largely examined the relationship between E-HRM and outcomes such as organisational performance, employee productivity, innovation, HR effectiveness, and service quality, while comparatively fewer studies have focused on organisational agility as an outcome of E-HRM implementation. Similarly, much of the available evidence has been generated from developed economies where technological infrastructure, digital maturity, and institutional environments differ considerably from those of developing countries such as Nigeria. Consequently, the findings of these studies cannot be readily generalized to multinational firms operating in Rivers State (Bondarouk et al., 2017; Walter, 2021).

Within Rivers State, which hosts numerous multinational firms in the oil and gas, manufacturing, telecommunications, and consumer goods sectors, organisations operate in an increasingly dynamic environment characterized by economic uncertainty, technological change, infrastructure challenges, and evolving stakeholder expectations. To remain competitive, these firms must develop the capability to respond rapidly to environmental changes while maintaining operational flexibility. However, empirical evidence on how E-HRM practices contribute to responsiveness agility and flexibility among multinational firms in Rivers State remains scarce.

It is against this background that this study seeks to examine the relationship between E-HRM practices and organisational agility in multinational firms in Rivers State, Nigeria, with particular

emphasis on e-performance management and employee self-service as dimensions of E-HRM practices, and responsiveness agility and flexibility agility as measures of organisational agility. The study aims to address the identified conceptual, contextual, and empirical gaps by providing evidence from multinational firms operating in Rivers State, Nigeria.

Purpose of the Study

The purpose of this study is to examine the relationship between E-HRM practices and organisational agility in multinational firms in Rivers State, Nigeria. Specifically, the study seeks to achieve the following objectives:

- i. To determine the relationship between e-performance management and responsiveness agility in multinational firms in Rivers State, Nigeria.
- ii. To determine the relationship between e-performance management and flexibility agility in multinational firms in Rivers State, Nigeria.
- iii. To determine the relationship between employee self-service systems and responsiveness agility in multinational firms in Rivers State, Nigeria.
- iv. To determine the relationship between employee self-service systems and flexibility agility in multinational firms in Rivers State, Nigeria.

Research Questions

The following research questions are formulated to guide the study on the relationship between E-HRM practices and organisational agility in multinational firms in Rivers State, Nigeria:

- i. What is the relationship between e-performance management and responsiveness agility in multinational firms in Rivers State, Nigeria?
- ii. What is the relationship between e-performance management and flexibility agility in multinational firms in Rivers State, Nigeria?
- iii. What is the relationship between employee self-service systems and responsiveness agility in multinational firms in Rivers State, Nigeria?
- iv. What is the relationship between employee self-service systems and flexibility agility in multinational firms in Rivers State, Nigeria?

Research Hypotheses

The following null hypotheses are formulated to guide the study:

- H01: There is no significant relationship between e-performance management and responsiveness agility in multinational firms in Rivers State, Nigeria.
- H02: There is no significant relationship between e-performance management and flexibility agility in multinational firms in Rivers State, Nigeria.
- H03: There is no significant relationship between employee self-service systems and responsiveness agility in multinational firms in Rivers State, Nigeria.
- H04: There is no significant relationship between employee self-service systems and flexibility agility in multinational firms in Rivers State, Nigeria.

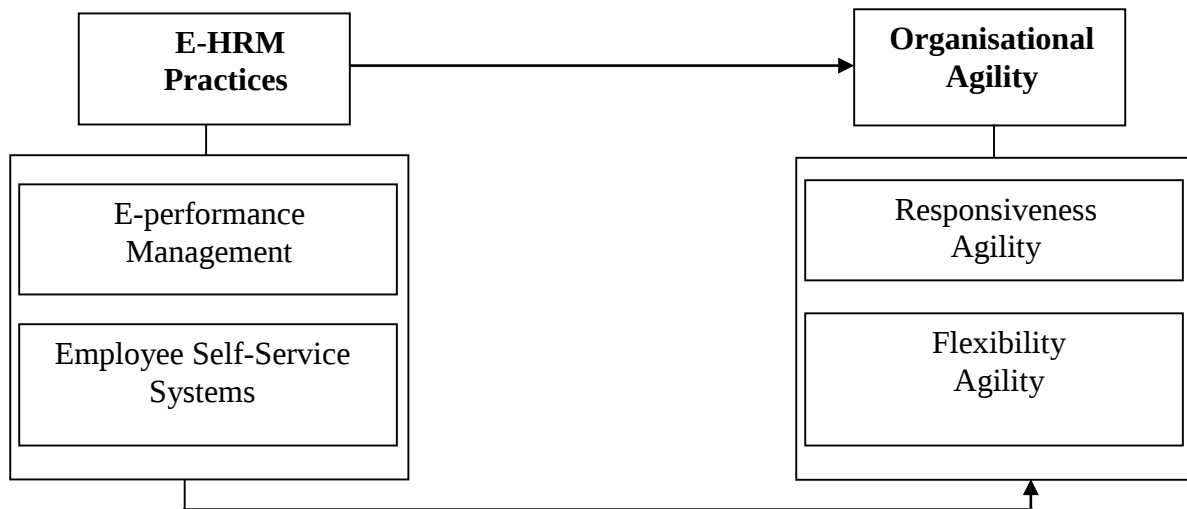
Conceptual Framework

Figure 1: Conceptual Framework Showing the Relationship between E-HRM Practices and Organisational Agility

Source: The dimensions of E-HRM practices, comprising e-performance management and employee self-service systems, were adapted from Marler and Parry (2016) and Bondarouk, Parry, and Furtmueller (2017). The measures of organisational agility, comprising responsiveness agility and flexibility agility, were adapted from Tallon, Queiroz, Coltman, and Sharma (2019) and Walter (2021).

LITERATURE REVIEW

Concept of E-HRM Practices

Electronic Human Resource Management (E-HRM) refers to the use of digital technologies and internet-based systems in carrying out human resource activities within organisations. It enables organisations to automate HR functions such as recruitment, training, performance appraisal, communication, and employee record management, thereby improving efficiency, speed, and decision-making (Bondarouk & Brewster, 2021). Unlike traditional HR systems that rely heavily on manual processes, E-HRM supports real-time communication, reduces administrative costs, and enhances workforce management (Marler & Parry, 2022). E-HRM has become important in modern organisations due to globalization, technological advancement, and the need for operational flexibility. In multinational firms, E-HRM systems help coordinate HR activities across different locations and improve organisational responsiveness and competitiveness (Al-Harazneh & Sila, 2021). This study conceptualizes E-HRM using e-performance management and employee self-service systems.

E-Performance Management

E-performance management refers to the use of electronic systems to monitor, evaluate, and improve employee performance. It involves digital platforms that support continuous feedback, goal tracking, and performance analytics (Strohmeier, 2021). These systems enable managers to assess employee performance in real time and make timely strategic decisions. E-performance management improves transparency, accountability, and employee engagement because performance records and targets are electronically documented and easily accessible. It also enhances organisational responsiveness by helping managers quickly identify performance gaps and implement corrective actions (Al-Harazneh & Sila, 2021). In multinational firms, digital performance systems ensure consistency and flexibility in employee evaluation across different operational units.

Employee Self-Service Systems

Employee self-service systems are web-based HR platforms that allow employees to independently access and manage HR-related information without direct assistance from HR personnel. Through these systems, employees can apply for leave, access payroll details, update personal records, and register for training programs online (Bondarouk & Brewster, 2021). These systems reduce administrative workload, improve operational efficiency, and enhance employee participation in organisational processes. Employee self-service systems also contribute to organisational agility by enabling faster processing of HR activities and improving communication efficiency (Olayemi & Akinbowale, 2023). In multinational firms, they support coordination among employees across different geographical locations.

Concept of Organisational Agility

Organisational agility refers to the ability of an organisation to quickly sense, respond, and adapt to changes in the business environment. It reflects the organisation's capacity to adjust strategies, processes, and operations in response to market changes, customer demands, and technological developments (Teece, 2021). Agile organisations are flexible, responsive, and capable of sustaining competitiveness in dynamic environments (Sherehiy & Karwowski, 2022). This study conceptualizes organisational agility using responsiveness agility and flexibility agility.

Responsiveness Agility

Responsiveness agility refers to the ability of an organisation to quickly react to environmental changes, customer demands, and competitive pressures. Organisations with high responsiveness agility can make timely decisions and implement rapid actions to address challenges and opportunities (Shin et al., 2023). Digital technologies such as E-HRM systems improve responsiveness agility by supporting faster communication, quick access to information, and efficient decision-making. Organisations that adopt E-HRM practices are therefore better positioned to respond effectively to changing business conditions.

Flexibility Agility

Flexibility agility refers to the ability of an organisation to adjust its structures, processes, and operations with minimal disruption in response to environmental changes. Flexible organisations can easily adapt to technological innovations, market fluctuations, and changing workforce demands (Sherehiy & Karwowski, 2022). E-HRM practices support flexibility agility by improving workforce coordination, reducing bureaucratic delays, and enabling efficient management of HR processes. Organisations with flexible systems are more capable of sustaining performance and competitiveness in uncertain business environments.

E-HRM Practices and Organisational Agility

The relationship between E-HRM practices and organisational agility has gained increasing attention because organisations require digital systems that support responsiveness and flexibility. E-HRM practices improve communication, decision-making, workforce coordination, and operational efficiency, thereby enabling organisations to respond quickly to environmental changes (Bondarouk & Brewster, 2021). Electronic performance management systems allow managers to monitor employee performance continuously and make timely decisions, while employee self-service systems improve operational efficiency by reducing administrative bottlenecks (Marler & Parry, 2022). Consequently, organisations that effectively implement E-HRM practices are more likely to enhance responsiveness agility and flexibility agility. Empirical studies support this relationship. Al-Harazneh and Sila (2021) found that E-HRM systems improve organisational responsiveness and adaptability. Similarly, Shin et al. (2023) reported that technologically integrated organisations demonstrate higher levels of flexibility and responsiveness. Edeh and Okwu (2022) also observed that multinational firms in Nigeria utilizing digital HR systems experienced improved communication

efficiency and organisational adaptability. Therefore, E-HRM practices enhance organisational agility by improving communication flow, reducing delays, supporting strategic workforce management, and enabling organisations to adapt quickly to changing business conditions.

Theoretical Framework

This study is anchored on the **Dynamic Capabilities Theory (DCT)** developed by Teece, Pisano, and Shuen (1997). The theory explains how organisations develop the ability to integrate and reconfigure resources in response to changing business environments. It emphasizes adaptability, flexibility, and responsiveness as essential capabilities for sustaining competitiveness (Teece, 2021). The relevance of the theory to this study lies in its emphasis on technological integration and organisational adaptability. E-HRM practices such as e-performance management and employee self-service systems represent digital capabilities that improve communication, decision-making, and workforce management. These capabilities enhance organisational responsiveness and flexibility, which are important dimensions of organisational agility. The theory therefore provides a suitable foundation for explaining how E-HRM practices can improve organisational agility in multinational firms operating in Rivers State, Nigeria.

Empirical Review

Several empirical studies have examined the relationship between E-HRM practices and organisational outcomes. Al-Harazneh and Sila (2021) found that E-HRM practices significantly improve organisational efficiency, communication, and managerial responsiveness. Bondarouk and Brewster (2021) also reported that digital HR systems enhance organisational flexibility and adaptability.

Marler and Parry (2022) observed that organisations with advanced E-HRM systems demonstrated higher operational flexibility and responsiveness than organisations using traditional HR systems. Similarly, Olayemi and Akinbowale (2023) found that E-HRM practices improved communication effectiveness, operational efficiency, and adaptability in Nigerian firms.

Shin et al. (2023) further reported that technologically integrated organisations exhibit higher levels of flexibility and responsiveness in dynamic environments. In Nigeria, Edeh and Okwu (2022) found that digital HR systems improved organisational adaptability and reduced administrative delays in multinational firms. Although previous studies established that E-HRM practices improve organisational effectiveness and adaptability, limited studies have specifically examined the relationship between e-performance management, employee self-service systems, and organisational agility in multinational firms in Rivers State, Nigeria. This gap therefore justifies the present study.

METHODOLOGY

The study adopted a cross-sectional survey research design to examine the relationship between E-HRM practices and organisational agility in multinational firms. This design was considered appropriate because it enables the collection of data from respondents at a single point in time and allows for the analysis of relationships among variables as they exist in their natural settings. The study population comprised 1,200 employees drawn from 10 multinational firms operating in Rivers State, Nigeria. The firms were purposively selected because they are among the largest and most established multinational organisations in the state, with well-developed human resource structures and extensive adoption of digital HR technologies, including e-performance management and employee self-service systems. They also have substantial employee populations, operate across diverse sectors, and rely heavily on digital platforms for communication, performance management, and service delivery, making them appropriate and information-rich settings for the study.

A sample size of 300 respondents was determined using the Taro Yamane formula. A proportionate stratified sampling technique was adopted to ensure fair representation across the selected firms. A total of 300 questionnaires were distributed, 285 (95.00%) were retrieved, 12 (4.00%) were invalid, and 273 (91.00%) were valid and used for analysis, while 15 (5.00%) were not returned. Data were collected using a structured questionnaire designed to measure E-HRM practices (e-performance management and employee self-service systems) and organisational agility (responsiveness agility and flexibility agility). The questionnaire comprised five sections covering demographic information and the study variables, with responses measured on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). The instrument was subjected to face and content validation by experts in Human Resource Management and research methodology, while reliability was established using Cronbach's Alpha through a pilot study conducted in similar organisations outside the study area. Questionnaires were administered with the assistance of trained research assistants, and follow-up visits were made to improve the response rate. Data were analyzed using descriptive statistics (frequency, percentage, mean, and standard deviation) and the Pearson Product Moment Correlation Coefficient (PPMC) to test the hypotheses at a 0.05 level of significance. Ethical principles of voluntary participation, confidentiality, anonymity, and the use of data strictly for academic purposes were observed throughout the study.

Sample Size

The population of the study comprised 1,200 employees drawn from selected multinational firms operating in Rivers State, Nigeria. The sample size was determined using the Taro Yamane formula, expressed as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population size

e = Level of significance (0.05)

Substituting the values into the formula:

$$n = \frac{1200}{1 + 1200(0.0025)} = \frac{1200}{4} = 300$$

The sample size is therefore 300

Reliability Statistics

The reliability of the research instrument was determined using Cronbach's Alpha reliability technique to establish the internal consistency of the questionnaire items. A pilot study was conducted using respondents drawn from organisations similar to but outside the study population. The result of the reliability analysis is presented in the table below.

Table 1: Reliability Statistics of Study Variables

S/N	Variables	Dimensions/Measures	Number of Items	Cronbach's Alpha
1	E-HRM Practices	E-Performance Management	5	0.821

		Employee Self-Service Systems	5	0.846
2	Organisational Agility	Responsiveness Agility	5	0.833
		Flexibility Agility	5	0.857
	Overall Reliability Coefficient		20	0.839

Source: Researcher's Field Survey, 2026.

The table above presents the Cronbach's Alpha reliability coefficients for the constructs and their respective dimensions used in the study. E-performance management recorded a reliability coefficient of 0.821, while employee self-service systems had a coefficient of 0.846. Similarly, responsiveness agility and flexibility agility recorded reliability coefficients of 0.833 and 0.857 respectively. The overall reliability coefficient of the instrument was 0.839. These results indicate that all variables recorded Cronbach's Alpha values above the acceptable threshold of 0.70 recommended by Nunnally and Bernstein (1994). This implies that the research instrument possesses a high level of internal consistency and is therefore considered reliable for the study.

Table 2: Response Rate of Questionnaire Distribution and Retrieval

Details	Frequency	Percentage
Number of Copies Distributed	300	100%
Number of Copies Retrieved	285	95.00%
Number of Copies Not Returned	15	5.00%
Number of Copies Invalid	12	4.00%
Number of Copies Used for Analysis	273	91.00%

Source: Field Work, 2026.

The table shows that 300 copies of the questionnaire were administered to respondents across the selected multinational firms operating in Rivers State, Nigeria. A total of 285 copies were retrieved, representing a response rate of 95%, indicating strong participation from respondents. However, 15 copies were not returned, while 12 retrieved copies were considered invalid due to incomplete or inconsistent responses. Consequently, 273 copies were found usable for analysis, representing 91% of the total distributed instruments. This high usable response rate suggests that the data collected is adequate, reliable, and suitable for statistical analysis and hypothesis testing.

DATA RESULTS

Table 3: Descriptive Statistics on E-Performance Management

S/N	E-Performance Management Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	My organisation uses digital systems to monitor employee performance effectively.	273	1.0	5.0	1,022.0	3.744	1.1123
2	Performance feedback is provided through electronic HR platforms in my organisation.	273	1.0	5.0	1,058.0	3.878	1.0876

3	I can easily track my performance progress through the organisation's digital system.	273	1.0	5.0	1,031.0	3.777	1.0954
4	Performance appraisal processes in my organisation are carried out electronically.	273	1.0	5.0	1,086.0	3.979	1.0648
5	E-performance management improves fairness and transparency in evaluation.	273	1.0	5.0	1,062.0	3.889	1.0762
Valid N (listwise)		273					

Source: SPSS (Version 23) Result, 2026

Table 4: Descriptive Statistics on Employee Self-Service Systems

S/N	Employee Self-Service Systems Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	I can independently access my HR information through online systems.	273	1.0	5.0	1,045.0	3.829	1.1034
2	I use self-service portals to apply for leave and other HR requests.	273	1.0	5.0	1,067.0	3.909	1.0821
3	Employee self-service systems reduce delays in HR service delivery.	273	1.0	5.0	1,089.0	3.989	1.0587
4	I am satisfied with the accessibility of HR services through digital platforms.	273	1.0	5.0	1,034.0	3.787	1.1156
5	Self-service systems improve efficiency in handling employee requests.	273	1.0	5.0	1,101.0	4.033	1.0419
Valid N (listwise)		273					

Source: SPSS (Version 23) Result, 2026

Table 5: Descriptive Statistics on Responsiveness Agility

S/N	Responsiveness Agility Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	My organisation responds quickly to changes in the business environment.	273	1.0	5.0	1,098.0	4.022	1.0675
2	Management decisions are made promptly when issues arise.	273	1.0	5.0	1,056.0	3.868	1.0922
3	Customer demands are addressed quickly in my organisation.	273	1.0	5.0	1,084.0	3.971	1.0784
4	The organisation adapts quickly to technological changes.	273	1.0	5.0	1,112.0	4.073	1.0516
5	There is fast communication flow for urgent decisions.	273	1.0	5.0	1,067.0	3.909	1.0853
Valid N (listwise)		273					

Source: SPSS (Version 23) Result, 2026

Table 6: Descriptive Statistics on Flexibility Agility

S/N	Flexibility Agility Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	My organisation easily adjusts its operations when changes occur.	273	1.0	5.0	1,079.0	3.952	1.0846

2	Work processes can be modified without major disruptions.	273	1.0	5.0	1,091.0	3.995	1.0638
3	The organisation adapts its HR practices when necessary.	273	1.0	5.0	1,102.0	4.037	1.0479
4	Employees are flexible in handling new work requirements.	273	1.0	5.0	1,064.0	3.899	1.0982
5	The organisation easily restructures processes to meet new demands.	273	1.0	5.0	1,116.0	4.088	1.0413
	Valid N (listwise)	273					

Source: SPSS (Version 23) Result, 2026

The results from Tables 4 to 7 show respondents' perceptions of E-HRM practices and organisational agility in multinational firms in Rivers State, Nigeria. For e-performance management, the mean values indicate that organisations actively use digital systems for performance monitoring, feedback, and appraisal, suggesting a generally high level of E-HRM adoption. Similarly, employee self-service systems recorded high mean scores, showing that employees frequently access HR services through digital platforms, which enhances efficiency and reduces administrative delays. For organisational agility, both responsiveness agility and flexibility agility recorded high mean values. This suggests that multinational firms are generally able to respond quickly to environmental changes, make timely decisions, and adjust operational processes when necessary. Broadly, the findings indicate that strong E-HRM practices are associated with improved organisational agility, as firms with effective digital HR systems tend to demonstrate higher responsiveness and flexibility in their operations.

Inferential Statistical Analysis

The Pearson Product Moment Correlation Coefficient (PPMC) was adopted as the statistical tool for testing the hypotheses of this study. This parametric statistical technique was considered appropriate because the study examined the linear relationship between continuous variables measured on a Likert scale and analyzed using mean scores. The analysis focused on determining the relationship between E-HRM practices (e-performance management and employee self-service systems) and organisational agility (responsiveness agility and flexibility agility) in multinational firms in Rivers State, Nigeria. The hypotheses stated earlier were tested at a 0.05 level of significance using SPSS Version 23.

Table 7: E-Performance Management and Responsiveness Agility

Pearson Correlation		E-Performance Management	Responsiveness Agility
E-Performance Management	Correlation Coefficient	1.000	0.712
	Sig. (2-tailed)	.	0.000
	N	273	273
Responsiveness Agility	Correlation Coefficient	0.712**	1.000
	Sig. (2-tailed)	0.000	.
	N	273	273

. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (Version 23) Result, 2026.

Table 8: E-Performance Management and Flexibility Agility

Pearson Correlation		E-Performance Management	Flexibility Agility
E-Performance Management	Correlation Coefficient	1.000	0.689
	Sig. (2-tailed)	.	0.000
	N	273	273
Flexibility Agility	Correlation Coefficient	0.689**	1.000
	Sig. (2-tailed)	0.000	.
	N	273	273

. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (Version 23) Result, 2026.

Table 9: Employee Self-Service Systems and Responsiveness Agility

Pearson Correlation		Employee Self-Service Systems	Responsiveness Agility
Employee Self-Service Systems	Correlation Coefficient	1.000	0.731
	Sig. (2-tailed)	.	0.000
	N	273	273
Responsiveness Agility	Correlation Coefficient	0.731**	1.000
	Sig. (2-tailed)	0.000	.
	N	273	273

. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (Version 23) Result, 2026.

Table 10: Employee Self-Service Systems and Flexibility Agility

Pearson Correlation		Employee Self-Service Systems	Flexibility Agility
Employee Self-Service Systems	Correlation Coefficient	1.000	0.705
	Sig. (2-tailed)	.	0.000
	N	273	273
Flexibility Agility	Correlation Coefficient	0.705**	1.000
	Sig. (2-tailed)	0.000	.
	N	273	273

. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (Version 23) Result, 2026.

The results from Tables 8 to 11 present the Pearson Product Moment Correlation Coefficient (PPMC) analysis of the relationship between E-HRM practices and organisational agility in multinational firms in Rivers State, Nigeria, based on 273 valid responses. The findings show a strong positive and statistically significant relationship between e-performance management and responsiveness agility ($r = 0.712$, $p < 0.01$). This indicates that organisations that effectively use digital performance management systems are more responsive to environmental changes and operational demands. Similarly, there is a significant positive relationship between e-performance management and flexibility agility ($r = 0.689$, $p < 0.01$), suggesting that electronic performance systems enhance the ability of organisations to adjust their structures and processes when necessary. Furthermore, employee self-service systems showed a strong positive relationship with responsiveness agility ($r = 0.731$, $p < 0.01$), indicating that digital HR platforms improve the speed at which organisations respond to internal and external changes. Finally, employee self-service systems also showed a significant positive relationship with flexibility agility ($r = 0.705$, $p < 0.01$), implying that self-service

HR systems enhance organisational adaptability and reduce administrative rigidity. In summary, the results reveal that E-HRM practices have a significant positive influence on organisational agility. Both e-performance management and employee self-service systems enhance responsiveness and flexibility in multinational firms operating in Rivers State, Nigeria, thereby improving their ability to adapt to dynamic business environments.

Table 11: Summary of Hypothesis

S/N	Hypothesis	Result	Decision
HO1	There is no significant relationship between e-performance management and responsiveness agility in multinational firms operating in Rivers State, Nigeria.	$r = 0.712$, p -value = 0.000	Reject HO_1 since p -value < 0.01 significance level.
HO2	There is no significant relationship between e-performance management and flexibility agility in multinational firms operating in Rivers State, Nigeria.	$r = 0.689$, p -value = 0.000	Reject HO_2 since p -value < 0.01 significance level.
HO3	There is no significant relationship between employee self-service systems and responsiveness agility in multinational firms operating in Rivers State, Nigeria.	$r = 0.731$, p -value = 0.000	Reject HO_3 since p -value < 0.01 significance level.
HO4	There is no significant relationship between employee self-service systems and flexibility agility in multinational firms operating in Rivers State, Nigeria.	$r = 0.705$, p -value = 0.000	Reject HO_4 since p -value < 0.01 significance level.

Source: Researcher's Field Survey and SPSS Output (Version 23, 2026)

Discussion of Findings

The findings revealed that E-HRM practices significantly enhance organisational agility in multinational firms operating in Rivers State, Nigeria, supporting the strategic role of digital human resource systems in improving organisational responsiveness and flexibility (Marler & Fisher, 2021; Vial, 2021). Specifically, e-performance management exhibited a strong positive relationship with responsiveness agility ($r = 0.712$, $p < 0.01$) and flexibility agility ($r = 0.689$, $p < 0.01$), indicating that digital performance management systems improve decision-making, continuous feedback, and organisational adaptability (Stone et al., 2020; Bondarouk & Brewster, 2022). Similarly, employee self-service systems demonstrated strong positive relationships with responsiveness agility ($r = 0.731$, $p < 0.01$) and flexibility agility ($r = 0.705$, $p < 0.01$), suggesting that digital HR platforms enhance operational speed, reduce administrative bottlenecks, and improve workflow flexibility (Ruël & Kaap, 2020; Parry & Battista, 2021). Collectively, the findings confirm that organisations with stronger E-HRM capabilities are better positioned to respond rapidly to environmental changes, adapt to evolving business conditions, and sustain competitive advantage.

CONCLUSION

The study concludes that E-HRM practices have a significant positive influence on organisational agility in multinational firms operating in Rivers State, Nigeria. Specifically, e-performance management and employee self-service systems were found to significantly enhance both responsiveness agility and flexibility agility. This indicates that organisations that adopt and effectively implement digital HR systems are more capable of responding quickly to environmental changes, improving decision-making processes, and adapting their structures and operations when necessary. Therefore, E-HRM is not only an administrative tool but a strategic driver of organisational agility.

RECOMMENDATIONS

1. Multinational firms should strengthen the use of e-performance management systems to enhance real-time performance monitoring, feedback, and appraisal processes, thereby improving organisational responsiveness.
2. Organisations should fully adopt and optimize employee self-service systems to reduce HR processing delays and enhance operational efficiency and flexibility.
3. Management should invest in continuous training and capacity development to ensure employees can effectively utilize E-HRM platforms for improved agility outcomes.
4. Firms should integrate E-HRM systems into their broader strategic management processes to enhance both responsiveness and flexibility agility in dynamic business environments.

REFERENCES

- Bondarouk, T., & Brewster, C. (2022). Conceptualising the future of HRM and technology research. *Human Resource Management Review*, 32(1), 100–118.
- Bondarouk, T., Harms, R., & Lepak, D. P. (2024). *Digital human resource management: Research developments and future directions. Human Resource Management Review. (Online first; verify final volume, issue, and page numbers before thesis submission.)*
- Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: Four decades of research on adoption and consequences. *The International Journal of Human Resource Management*, 28(1), 98–131. <https://doi.org/10.1080/09585192.2016.1245672>
- Bui, H. T. M., & Le, T. T. (2023). Digital HRM and organisational performance in emerging economies. *Journal of Business Research*, 158, 113–124.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- García, F., & Sáez, A. (2022). Human resource digitalization and organisational agility: A systematic review. *European Management Journal*, 40(5), 678–690.
- Marler, J. H., & Fisher, S. L. (2021). An evidence-based review of e-HRM and digital HR transformation. *International Journal of Human Resource Management*, 32(2), 311–341.
- Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. *The International Journal of Human Resource Management*, 27(19), 2233–2253. <https://doi.org/10.1080/09585192.2015.1091980>
- Marler, J. H., & Parry, E. (2021). Human resource management, strategic involvement and e-HRM technology. *The International Journal of Human Resource Management*, 32(1), 1–30.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organisational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Panos, S., & Bellou, V. (2020). Maximizing e-HRM outcomes: A moderated mediation path. *Management Decision*, 58(10), 2049–2065. <https://doi.org/10.1108/MD-12-2018-1386>

- Parry, E., & Battista, V. (2021). The impact of digital HRM on organisational agility. *Human Resource Management Journal*, 31(3), 512–528.
- Parry, E., & Strohmeier, S. (2014). HRM in the digital age: Digital changes and challenges of the HR profession. *Employee Relations*, 36(4), 344–352.
- Ruël, H., & Kaap, H. (2020). E-HRM implementation and outcomes in organisations. *Journal of Organisational Effectiveness*, 7(4), 455–472.
- Salmen, K., & Festing, M. (2022). Paving the way for progress in employee agility research: A systematic literature review and framework. *The International Journal of Human Resource Management*, 33(22), 4386–4439. <https://doi.org/10.1080/09585192.2021.1943491>
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2020). The influence of technology on the future of human resource management. *Human Resource Management Review*, 30(1), 100–118.
- Tallon, P. P., Queiroz, M., Coltman, T., & Sharma, R. (2019). Information technology and the search for organisational agility: A systematic review with future research possibilities. *The Journal of Strategic Information Systems*, 28(2), 218–237. <https://doi.org/10.1016/j.jsis.2018.12.002>
- Teo, T. S. H., & Bhattacharjee, A. (2021). Knowledge management and digital HR systems adoption. *Decision Support Systems*, 142, 113–130.
- Trush, S., & Waddell, S. (2024). Organisational agility in digital transformation era. *Management Decision*, 62(2), 245–262.
- Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, 28(2), 118–144. <https://doi.org/10.1016/j.jsis.2019.01.003>
- Vial, G. (2021). Understanding digital transformation: A review and research agenda. *The Journal of Strategic Information Systems*, 30(1), 1–19.
- Walter, A.-T. (2021). Organisational agility: Ill-defined and somewhat confusing? A systematic literature review and conceptualization. *Management Review Quarterly*, 71(2), 343–391. <https://doi.org/10.1007/s11301-020-00186-6>
- Weerakkody, V., Janssen, M., & Dwivedi, Y. K. (2022). Digital government and HR systems integration. *Government Information Quarterly*, 39(3), 101–115.
- World Economic Forum. (2023). The future of jobs report 2023. <https://www.weforum.org>
- Zhang, M., Wei, L., & Zhao, X. (2022). Digital HRM systems and organisational agility: Evidence from emerging economies. *International Journal of Information Management*, 63, 102–118.