FACTORS THAT LEAD TO EFFECTIVE E-HRM IMPLEMENTATION IN NIGERIA MANUFACTURING INDUSTRY: (A CASE STDY ON DANGOTE CEMENT)

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Abstract

Technology has now become the competitive tool around the globe. Technology has now become a competitive and strategic tool that is required in every organization or business. The way an organization or business can make use of technology determines how competitive it will be in its environment. The use of technology differs among countries, most especially in terms of developed and developing countries. Focusing on the developing countries, effort is always made to make sure technology is used to at least a particular capacity level. In the business environment E-HRM is a technology that plays important role in day to day activities. Businesses are making efforts to make E-HRM a basic requirement but this does not makes it easy most especially in the developing countries. Also in such countries established businesses are the ones mostly benefiting from such technology. Nigeria is a country always trying to make technology a basic necessity for their companies. Companies occur at different level and this research is focusing at other levels such as that of manufacturing sector in the country. In order to be precise, E-HRM will be focused on to see how such companies deal with such technology let alone the whole system. The research is focusing only on such aspect, and also giving the fact that such manufacturing sectors are the type of businesses that operate at a lower financial scale.

Therefore the purpose of this research is to identify the possible factors that lead to effect implementation of E-HRM in Nigerian manufacturing industry. The research will consist of an introduction of both manufacturing industries and the Dangote cement which is the target of the research. A literature will be conducted which will serve as a guide for conducting the survey of the research, it will provide knowledge and ideas of past researchers which can be used for this study. A research framework will be developed to help answer the research questions and achieve the research objectives. Analysis of the survey is conducted to provide a conclusion to the research with a set of research hypotheses.

Keywords: E-HRM, Dangote Cement, Nigeria, Effective, Implementation, Nigeria, Ecowas, Malaysia, Factors

Declaration

I declare that this project is all my work and has not been copied in part or in whole from any other source except duly acknowledged. As such, all use of previously published work (from books, journals, magazines, internet, etc.) has been acknowledged within the main report to an item in the References or Bibliography lists. I also agree that an electronic copy of this project may be stored and used for the purpose of plagiarism prevention and detection.

Ahmed Abdullahi Bida

November, 2011

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List of Abbreviations

E-HRM:	Electronic Human Resource Management
ECOWAS:	Economic Community of West African States
A:	Attitude towards Using
BI:	Behavioral Intention
ESS:	Employee Self Service
HR:	Human Resource
HRIS:	Human Resource Information System
HRM:	Human Resource Management
IT:	Information Technology
MSS:	Management Self Service
PPP:	Private Public Partnership
MSS:	Manager Self-service
UTAUT:	Unified Theory of Acceptance and Use of Technology
U:	Usefulness

Chapter 1

Introduction

1.0 Overview of study

Human resource information system (HRIS) is much more than a computerized record of employee information. It is an integral approach to obtaining, hoarding, analysing and controlling the flow of human resources information throughout an organization. The primary purpose of human resource information system is to assist both human resource manager and line managers in decisions making using computers to systematically generated accurate, timely and related information to achieve organizational strategic business objectives and aims. If Human Resource information system is related to the organizational strategic business and human resource objectives, it gives more strategic advantages (Gueutal and Stone, 2002). E-HRM is the planning, implementation and an application of IT for both networking and supporting at least two individual or collective actors in their shared performing of HR activities (Strohmeier, 2007).

Lepak and Snell (1998) make division of e-HRM as followings;

> ➤ Operational e-HRM: -The first area, operational e-HRM, concerns the basic HR activities in the administrative area.

> ➤ Relational e-HRM: -The second area, relational e-HRM, concerns more advanced HRM activities. The emphasis here is not on administering, but on HR tools that support basic business processes such as recruiting and the selection of new personnel, performance management and rewards.

> ➤ Transformational e-HRM: -Transformational e-HRM, the third area, concerns HRM activities with a strategic character. Here this is talking about activities regarding organizational change processes, strategic re-orientation, strategic competence management, and strategic knowledge management.

The rapid expansion of the internet during the last decade has also entailed the advance of electronic human resource management (e-HRM). Customarily, it is

agreed that e-HRM leads to considerable changes and therefore should be taken as an important development in the HR field (Gueutal and Stone, 2005).

Beyond the mere state of adoption, a special question relates to relevant factors of adoption, i.e. is e-HRM a universal activity that will be adopted by (virtually) all organizations by and by or are there factors that systematically separate adopting and non-adopting organizations? E.g. Dangote Cement in Nigeria.

Until now, empirically-founded models for e-HRM are scarce, as is research on e-HR in general. The models and approaches available are mostly practical e-HR models and focus on the implementation of the technical system that is supposed to support e- HR. In short, they are very much technology driven. So the author thinks this is a limited view and believes that the phenomenon of e-HRM deserves a closer and more fundamental examination and thus starts from the roots.

1.1 Conceptual Definition of e-HRM

Even though the e-HRM concept is widely used today, there are hardly any explicit definitions. The few visible definitions (Strohmeier, 2007) are rather general and emphasize the Internet-supported way of performing HR policies and/or activities. Leaning on these intensions, the following definition of e-HRM can be specified:

- E-HRM is the (planning, implementation and) application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities.

This concept highlights several crucial aspects of e-HRM. At the outset, e-HRM utilizes information technology in a twofold manner: First, technology is necessary to connect usually spatially segregated actors and enable interactions between them irrespective of their working in the same room or on different continents, i.e. technology serves as a medium with the aim of connection and integration. Second, technology supports actors by partially – and sometimes even completely substituting for them in executing HR activities. Hence, information technology serves additionally as a tool for task fulfillment. The planning aspect accentuates the systematic way of applying information technology. (Keim and Weitzel, 2008)

The shared performing of tasks through at least two actors' points out that the sharing of HR activities is an additional feature and underlines the aspect of interaction and networking. The consideration of individual and collective actors takes into account that e-HRM is a multilevel phenomenon; besides individual actors, there are collective actors like groups, organizational units and even whole organizations that interact in order to perform HR activities. (Ananda, 2008)

Beside e-HRM, there are some further concepts which obviously refer to the same phenomenon. Widely accepted are such terms as virtual HRM (Lepak& Snell, 1998), web-based HRM (Ruëland Bondarouk, 2004), or business-to employee ("B2E"). "Virtual HRM" refers to technological mediated networks of different internal and external actors providing the firm with the HR services needed without the further existence of a conventional HR department which therefore becomes "virtual". E-HRM is additionally open to less developed varieties of technology application, e.g. the shared performing of an application process by a conventional HR department and an applicant via the Internet. "Web-based HRM" couples the concept to Internet technologies. E-HRM, as well, is particularly web-orientated, but also comprises additional technologies like networked ERP-Systems.

Finally, "business-to-employee" reduces the concept to the internal actor categories of "business" (presumably line managers and HR professionals) and "employees". In contrast, e-HRM is open to further relevant actor categories like applicants or consultants. To sum up, these further terms undoubtedly direct attention to main characteristics of the same phenomenon but are of somewhat narrower intensions. Thus, in order to comprehensively embrace relevant aspects, the e-HRM term is used.

1.2 Dangote Cement

The Dangote Group is one of the most diversified business conglomerates in Africa with a hard-earned reputation for excellent business practices and products' quality with its operational headquarters in the bustling metropolis of Lagos, Nigeria in West Africa.

The Group's activities encompass:

- Dangote Cement
- Dangote Sugar
- Dangote Salt, Flour & Semolina
- Dangote Pasta and Noodles
- Dangote Poly Products
- Dangote Real Estate
- Dangote Logistics and Foundation

Since inception, the Group has experienced phenomenal growth on account of quality of its goods and services, its focus on cost leadership and efficiency of its human capital. Today, Dangote Group is a multi-billion Naira company poised to reach new heights, in every endeavor competing with itself to better the past. The Group's core business focus is to provide local, value added products and services that meet the 'basic needs' of the populace. Through the construction and operation of large scale manufacturing facilities in Nigeria and across Africa, the Group is focused on building local manufacturing capacity to generate employment and provide goods for the people. (Dangote, 2011)

So for the purpose of this research the author has decided to work on Dangote Cement. Dangote Cement is a fully integrated cement company and has projects and operations in Nigeria, Benin and Ghana; with total existing production and import capacity of 14 million tons per annum and new production projects in development with 11.1 million tons per annum additional capacity. The Company operates the Obajana Cement Plant (OCP), the largest cement plant in sub-Saharan Africa. Aggressive growth plans target a strong pan-African presence as Dangote Cement evolves to become a truly multi-national corporation.

As part of this drive, Dangote Cement is committed to making Nigeria a net exporter of cement. The company owns four terminals, two in Lagos and two in Port Harcourt through which it currently imports cement. These operations will

progressively be replaced and converted into export terminals as new production capacity comes online in Nigeria. (Dangote, 2011)

Cement division is fully integrated and has operations in Nigeria, Benin, Ghana, Senegal, South Africa and Zambia. The Group owns six cement import terminals in Lagos and in Port Harcourt in Nigeria and one in Ghana through which it imports and bags bulk cement. The import terminals in Nigeria have a combined capacity of 6 million MT per annum, while Ghana's facility has a capacity of 3 million MT per annum. (Dangote, 2011)

The company operates two cement manufacturing plants namely the Obajana Cement Plant, the largest cement plant in sub-Saharan Africa with a current capacity of 5.0 million MT and an additional 5.0 million MT planned; and the Benue Cement Company Plc with 3.0 million MT of production capacity per annum. A new project in Ibese, Nigeria due for completion in 2010 will see a further 6.0 million metric tons produced per annum. Aggressive growth plans target a strong pan-African presence as Dangote Cement evolves to become a truly multi-national corporation. Greenfield Projects in Zambia and Senegal will have a capacity of 1.5MT each, per annum. (Dangote, 2011)

1.3 Introducing E-HRM

The HR function of an organization is responsible for complying with the HR needs of the organization. As with other business functions, strategies, policies and practices have to be implemented to ensure smooth operation of the organization and prepare the organization in such a way that smooth operation can be guaranteed in the (nearby) future. Using e-HRM technology is a way of implementing these HR strategies, policies and practices. The e-HRM technology supports the HR function to comply with the HR needs of the organization through web-technology-based channels (Ruël and Bondarouk, 2004). The e-HRM technology provides a portal which enables managers, employees and HR

professionals to view, extract, or alter information which is necessary for managing the HR of the organization. (Ball, 2001)

Lawler and Mohrman(2005) suggests that e-HRM and it self-service characteristics can be the cheapest and fasted way to provide specific HR activities. "With e-HRM, managers can access relevant information and data, conduct analyses, make decisions, and communicate with others - and they can do this without consulting an HR professional unless they choose to do so. For example, a manager who wants to make a merit pay decision may access files containing text, audio, and video describing how best to make the decision.

Then, the manager can access the data file containing information on his/her employees. With a click of the mouse, the decision is recorded and other departments are notified. Hours of processing are reduced to minutes, and much paperwork is avoided by this technology (Lengnick and Moritz, 2003)."

With e-HRM employees control their own personal information. They can update records when their situations change and make many decisions on their own, consulting HR professionals only when they deem it necessary. For example, an employee who wishes to increase investments in a retirement plan can do so from work or home using the Internet. Employees may also, for example, participate in a training program at home after working hours (Lengnick& Moritz, 2003).Self-service for managers (MSS) and employees (ESS) are the key concepts of these technologies (Lengnick& Moritz, 2003). For the HR function, e-HRM has the potential to affect both efficiency and effectiveness.

Efficiency can be affected by reducing cycle times for processing paperwork, increasing data accuracy, and reducing HR staff. Effectiveness can be affected by improving the capabilities of both managers and employees to make better, timelier decisions. E-HRM also provides the HR function the opportunity to create new avenues for contributing to organizational effectiveness through such means as knowledge and the creation of intellectual and social capital (Lengnick, 2003).

Summarizing, the following statements can be found on e-HRM:

- ❖ E-HRM enables the HR system to increase efficiency and effectiveness of the organisation by improving the capabilities of both managers and employees in taking better, timelier decisions.
- ❖ E-HRM, enables managers access to relevant information and data, conduct analysis, make decisions and communicate with others without being dependant on HR professionals
- ❖ E-HRM, enables the HR system to create value for the organisation in new ways
- ❖ E-HRM, enables employees to control their own personal information and update this information, make own decisions concerning their own situation without being dependant on HR professionals.
- ❖ E-HRM is the cheapest way of providing some HR activities
- ❖ E-HRM affects the efficiency and the effectiveness of the HR system by reducing cycle times, increasing data accuracy, and reducing HR staff,

The use of e-HRM technology, as it is a way to implement HR strategies, policies and practices, is expected to have an impact on how the HR function operates. Moreover, it is aimed to improve the HR system. The impact of e-HRM technology on the HR system however, is expected to be dependent on the way the technology is used. It is dependent on what and how the technology supports the HR function but also on how the technology is constructed. This is on its turn affected by what the organization is trying to achieve with the technology, or in other words, what the e-HRM goals of the organization are. The e-HRM goals and the actual use of the e-HRM technology thus have an impact on the HR system. (Bhatnager and Sharma, 2005)

1.4 Background of study

1.4.1 Developments in HRM

The developments in the field of HRM are now well documented (Legge, 2000). Nevertheless, the debate on HRM issues continues even though its focus has changed over time. The main issue which occupied academics in the 1980s was the evolution of HRM. In this regard, the debate was mainly on the exploration of the salient aspects of the transformation of personnel management into HRM. Having done so, it moved on to issues pertaining to the incorporation of industrial relations into HRM (Guest, 2002); then the integration of HRM into business strategies, devolvement of HRM to line managers (Brewster and Morley, 2004), and finally seeing HRM as a source of competitive advantage for organisations. Currently, there is an on-going debate regarding the contribution of HRM to a firm's performance. With these developments the nature of Human Resource function has changed from being reactive, prescriptive, and administrative to being proactive, descriptive and executive (Boxall, 1994).

Some seminal HRM research findings have been produced in recent years, study has often been based on a single country or the researchers look at issues in Western Europe. These studies have focused on HRM in advanced industrial societies in the West. As relatively very little work on comparative HRM research in developing countries has been done, some researchers have suggested the need for more comparative cross-national. (Boselie and Jansen, 2001)

1.4.2 Introduction of E-HRM in Nigeria Organizations

Electronic human resource management is the flavour of the moment in many large organizations example Dangote Cement. It seems to offer the chance of making HR specialists more efficient by relieving them of some of their more routine work and enabling them to concentrate on the more strategic aspects of their job. This, in turn, chimes with the often-heard claim that "our people are our most important asset". It strengthens the claim of senior HR people to a place on the board.

Clearly, then, there is much at stake in the success of e-HRM systems. The employees the changes target should be able to assimilate them easily if the reforms are to be successful. The system chosen should fit well with the organization's strategic needs both regarding personnel in general and the HR redesign in particular. If the employees fail to cope with the changes, and feel they lack support during the crucial transition to e-HRM, the reforms are almost certain to fail. Finally, if employees conclude that the introduction of e-HRM is simply a way of offloading operational work on to them, they are unlikely to react well to the changes.

Voermans and van Veldhoven(2007) examined the introduction of e-HRM at Dangote Cement and Nigeria as a whole, which together employ more than 1,000 people in Nigeria. Dangote Cement is the leading cement manufacturing company in West Africa with so many awards from organisations, bodies and professional associates. Dangote Cement consists of the staff and supporting organizations in the country. (Buono, 2005)

Dangote Cement will have to introduce e-HRM systems for performance management, selection of employment conditions from universities and higher colleges, benefit statements that enable employees to view their pay slips online, and a development and training tool. Other e-HRM applications are being developed.

1.4.3 The importance of E-HRM in developed countries (UK and Australia)

Electronic HR management (e-HRM) is often held up to offer many possibilities for organisations, by providing both employees and management with information simply by accessing online data.For employees, many frequently asked questions can be dealt with by relatively simple information of a general nature, freeing skilled HR staff to deal with more complex matters. For management, electronic data storage can help to make information about employees more readily accessible. (Burgees et al, 2005)However, there are certain limiting factors, including keeping

data sufficiently current to be useful, and providing different levels of confidentiality for personal data on individuals. (Cawood, 2008)

Few had reached the stage at which there was even simple 'upward' communication allowing employees to change simple personal information, such as bank details. Respondents in Sweden and the UK were also asked about the areas covered by their HR information system. Payroll was important in both countries.Time and attendance records showed considerable differences between the two countries. In the UK, 48% of organisations used the systems for these purposes, compared to 80% in Sweden. Swedish organisations reported considerable use of the systems for work scheduling, suggesting they are well integrated into daily organisational life in many Swedish firms. In the UK, just 11% reported their use in this everyday way.

Finally, the survey asked practitioners how satisfied they were that their systems met their current needs. In both countries, just over a third said they were satisfied 'to a small extent' with the extent to which their system met their current needs. Just over half of respondents in both countries answered that they met them 'to a large extent'. In both cases, just 4% of organisations said that their systems 'entirely' met their current needs. (Chew et al, 2005)

1.5 Research questions

The research questions of this research are translated in the following research questions:

- What are the factors for effective E-HRM implementation in a manufacturing sector?
- Is there any relationship between technical factors and effective E-HRM?
- Is there any effect of human capital factors on effective E-HRM?
- Is there any relationship between Organizational factorand effective E-HRM?

1.6 Objective of the research

As mentioned earlier, organizations have in recent years heavily invested in IT for the support of different business functions. The HR functions of organizations are no exception. IT has been developed for the support of different parts of the HR function. The use of these technologies has however preceded the scientific research about the impact of these technologies. It is therefore not clear what the impact of some of these technologies is.

First impressions are that Dangote became an inevitable 'structure' within the other companies. Obviously there is sound optimism about the quality of the content functionality of Dangote. At the same time this calls for independent scientific research into the impact of Dangote on the HR system, in order to get findings which make generalizations possible for other companies and public organizations. The objective of this research is therefore formulated as:

- To determine the factors responsible for effective E-HRM implementation in a manufacturing sector.
- To determine the relationship between technical factors and effective E-HRM.
- To determine the effect of human capital factors on effective E-HRM.
- To determine the relationship between organizational factors effective E-HRM.

1.7 Problem Definition

Many organizations in Nigeria fail to adopt e-HRM due to the fear of the insecurity of the business process more especially when it comes to dealing with employee's personal issues.(Usman, 2010)

- The e-HRM contributes much in the managing of the employee details in the whole branch but the problem is most of the activities in company are not designed to be operated electronically due to technical infrastructure factors.(Wright et al, 2001)

- The tendency of errors and biasness among the employees is high due to the human capital factors being faced in Nigeria.
- The Nigerian cement manufacturing sector spend over $4.5 million in a year in the process of managing HR practices(Usman, 2010)
- Organizational policy and beliefs lead to organizational factors which affect the organizational performance.

1.8 Assumptions

In the process of doing the whole research the author assumes the following; so that the research may turn out to be a complete research work.

1. The methodology assumes that the author has full information on what is required and does not waste time when completing procedures.

2. The research articles will help the author on doing the research. Without the articles being helpful to the author, the research will give him a great headache but with the correct articles it will be easier for the author and the research study will go on smoothly.

3. The interviewees will fully understand the questions asked. This will enable the interview sessions with the employees to go on smoothly and faster since there will be no language barrier and it will enable me to achieve the goals of collecting data in a very orderly manner.

4. All the data collected from the interview sessions with the employees are accurate and genuine this will enable the research to be very accurate and it will be easier for the author to group the data and analyze accordingly in a proper manner.

5. The research will be completed in the required period of time and the employees will be willing to spend their time to share their views on my research question and will accept to be interviewed both using primary and secondary data.

1.9 Significance of the Research

Research is designed to solve particular existing problems so there is a much larger audience eager to support research that is likely to be profitable or solve problems of immediate concern. The author also understands how research impacts the decision making. Most people make decisions without gathered information to back them up. Only few do. The problem is most people aren't patient enough to put in the effort. Research requires time, effort, and sometimes money to have the evidence you need to make a sound decision that's why many avoid it. The research you do and evidence you gathered will have impact on your future. Be advised, considered the risks or consequences of making an important decision with inadequate evidence.

E-HRM in the company is everywhere and increasingly productive. Therefore, this study is significant to assist the managerial level of organization to manage employees. Throughout this study, the managers can get clear understanding on management competency needed for preventing and reducing work-related errors in company organizations. The successful implementation of management competency in the organization can bring a lot of advantages (Blurit, 2008). Therefore, it is important for managers to take concern on their management competency as the E-HRM in Dangote Cement may affect the efficiency and productivity of their subordinates.

Furthermore, this study can be used as the guideline for future development and managerial level to recognize the HR problems and try to reduce it in order to create a healthy working environment. It is extremely helpful to learn how to progress at your job or increase the size of your business and thus increase your income, so as to thrive financially in these times. This would be of great addition to us as it will widen the knowledge.

1.10 Limitations of the study

The author strongly believes the research will have some limitation when collecting data. Below are some of limitations the author may face that may affect the accuracy in the study;

1. Time factor is the main and number one limitation in this whole research due to the time given for the whole research work, the respondents of the questionnaires and interview may not be free the time I am free and this can delay my analysis report.

2. The sample size the author chooses will only cover a small portion of employees population since it will be very difficult to take a sample size of all employees in the organization this may tend to be a limitation mainly because the information will not be 100% accurate.

3. The accuracy of the study is purely based on the information given by the respondent. This may be a limitation mainly because not all respondents will give true answers and the information the author will get from the results may not be very accurate.

4. Since the study is research based, the author fears that the knowledge that will be gotten from the research based articles is not true or at the same time the content inside the articles is out of date and vague since different authors have different views based on the research question.

1.11 Scope of the Study

In this study, Dangote Cement has been selected, with full adoption and recognition of ICT status of the companies in accordance of a developing country. The drivers of economic society as well as knowledgeable country in ICT industries, Nigeria as one of the developing county has encouraged the development of ICT manufacturing sector through the establishment of e-HRM to empower individuals, local companies as well as foreign companies in terms of ICT by providing adequate infrastructures and creating conducive environment for businesses and staff within an organisation, developing a good business strategies as well as staff welfare, recruitment, training and development etc. Nigeria is a rapidly developing economy in Africa. Nigeria, a middle-income country, has distorted itself since the 1970s from a producer of raw materials into an emerging multi-sector economy. Information and Communications Technology (ICT) has

been identified as one of the priority areas for development under the vision 2010 Nigeria economic forecast.

Several measures will be taken to further enhance e-HRM in Nigeria and a feedback theory should be enforced. To ensure an adequate supply of high-skilled workers to meet the demand of the e-HRM, a research on e-HRM will be required in developing countries e.g. Nigeria and emphases will be concentration on the power sector (electricity) of the country as well as more education in the ICT sector. All these factors are very necessary due to the fact that Nigeria is a third world country and the level of illiteracy in the ICT industry is still high. Effort by our government to minimize these issues is still in process and in high demand by the people and the industry at large.

1.12 Organization of Research

In chapter one, Rapid advances in technology, the growing importance of international business and increase recognition of individual needs and expectations have been major drivers in the e-HRM within organizations. In other to survive, and move forwards; organization need to responds to many pressures and challenges that confronts them as to get the best outcomes from the available resources within their disposals. This leads to emergence of e-HRM of any organization which is an important way of achieving effective deploying of resources and managing of staff in any organization such as Dangote Cement.

Figure 1.0: Showing the research organization flow
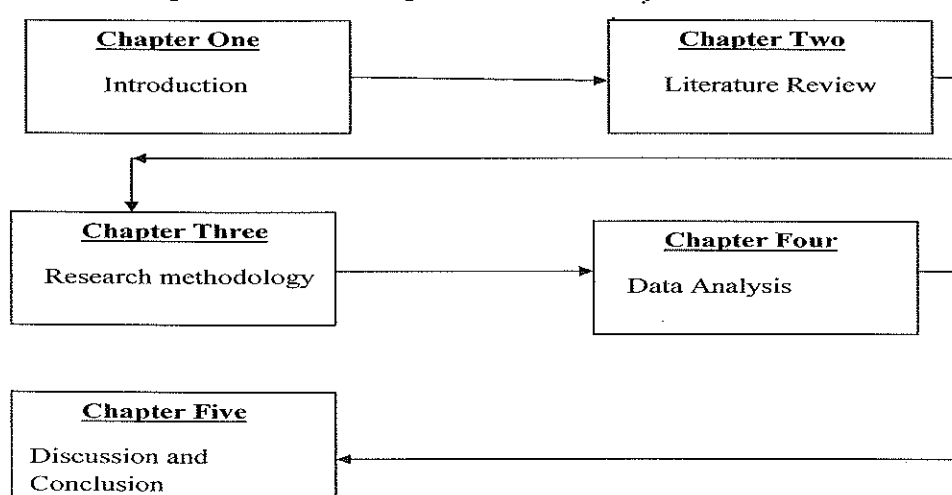
Chapter 2

Literature Review

2.0 Introduction

Technologically optimistic voices assume that, from a technical perspective, the IT possibilities for HRM are endless: in principal all HR processes can be supported by IT. Words are becoming even more provocative when some say that the question whether HR should become digital already is outdated: HR must become digital. Jager (2001) warns against the idea that e-commerce is over because the dot.com bubble has burst. He is convinced that the internet will never go away: the use of the internet will keep on increasing as companies look for ways to reduce costs. According to Trapp, HR departments are not immune from such trends, in particular nowadays when they are being pressed to prove their added value to business performance. Jager (2001) believes that HRM will acquire a new dimension with the emergence of e-business. Wright et al, (2000) present a similar line of reasoning: e-business is emerging, and therefore HR and HR professionals are faced with the challenge of performing in ways that are in line with the business. In their view 'HR functions [can] become critical partners in driving success, but to do so requires that HR changes its focus, its role, and its delivery systems' (Wright et al, 2001).

Before starting to define e-HRM, it is important to identify terms that possibly carry similar meanings to the term e-HRM. In the literature, in addition to e-HR and e-HRM, terms are used such as virtual HRM, HR intranet, web-based HR, computer-based human resource management systems, and HR portals. These are excluding HR information systems (HRIS), which have been discussed extensively, since there is a fundamental difference between HRIS and e-HR in that basically HRIS is directed towards the HR department itself. Users of these systems are mainly HR staff. (Aspecis, 2010)

2.1 The E-HRM transition in manufacturing industry in Nigeria.

E Human Resource Management in Nigeria is in its initial stages. There are changes taking place in the IT landscape of Nigeria. There are many hurdles that are to be met with. To meet the challenge of the turbulent world, Nigeria, already bequeathed in the last row, need to be concerned with the application of internet and web based systems in order to change the nature of interaction among Human Resource (HR) staff, line managers and employees, and also to stimulate the competitiveness in the manufacturing sector in Nigeria. Considering the HR as human capital, this research paper aims to analyse, the importance of E-HRM in the manufacturing sector, the relevant limitations facing e-HRM in Nigeria, a case study of Dangote Cement in Nigeria.

Particular, the research paper examines the importance of e-HRM in developing countries a case study of Dangote Cement in Nigeria. However, the paper has a clearer vision on the importance of Information Technology (IT) on e-HRM and the E-HRM adoption in manufacturing industry. (Yawale, 2007)

2.2 The overview of Developing Countries in Africa (Nigeria) and the E-HRM

2.2.1 The Developing Countries in Africa (Nigeria)

Developing countries in Africa such as (Benin, Burkina Faso, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Niger, Nigeria, Senegal, Sierra Leone and Togo) are known for similar characteristics. Africa, which is the planet's 2nd largest continent and the second most-populous continent (after Asia) includes (53) individual countries, as well as Western Sahara, a member state of the African Union whose statehood is disputed by Morocco. (Chew, 2005)

Nigeria aims to promote cooperation and integration in economic social and cultural activity with other countries, ultimately leading to the establishment of an economic and monetary union through the total integration of the national economies within its neighbour's ECOWAS countries. It also aims to raise the living standards of its people, maintain and enhance economic stability, to foster

relations among member States and contribute to the progress and development of the prevailing economic conditions in its countries.

Nigeria is a member of Ecowas country that was promulgated in 1993, adopted the policies to extended economic and political cooperation among member states. It aims to achieve a common market and to set a single currency. It also provides for a West African Parliament, an economic and social council, and an ECOWAS Court of Justice to replace the existing Tribunal and to enforce the policies taken by the community. The Treaty also formally assigned the community with the responsibility of preventing and settling regional conflicts. According to the 2004 World manufacturing Report, most of the ECOWAS countries including Nigeria are associated with poor infrastructure, low literacy levels, GDP per capita, education and technical endowment. (Yawale, 2007)

Table 2.0: ICT indicators of some ECOWAS countries

Indicators / Countries	Internet Users (i)	Availability of latest Technology (ii)	Law relating to ICT (iii)	Government Prioritization ICT (iv)	ICT use and Government Efficiency (v)	Capacity for Innovation (vi)
Benin	1.66	3.78	3.36	4.49	4	2.86
Burkina Faso	0.59	3.49	3.08	4.51	4.43	3.18
Cote d'Ivoire	1.63	4.45	2.29	4.59	3.01	2.37
Gambia	5.87	4.44	3.62	5.52	4.36	2.90
Ghana	2.77	3.85	2.78	5.04	3.33	2.17
Mali	0.81	3.93	3.14	5.18	4.54	2.62
Nigeria	6.75	4.22	3.86	3.89	4.17	3.42
Senegal	6.62	5.26	3.76	5.14	4.64	2.97

Source: World Economic Forum 2008