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DIGITAL HUMAN RESOURCE PRACTICES AND EMPLOYEE DEVELOPMENT IN NIGERIAN BANKING SECTOR

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ABSTRACT
This study examines Digital Human Resource Practices and Employee Development in Nigerian Banking sector. The study adopted digital recruitment and digital onboarding as dimensions of digital human resource practice while measures of employee development were performance management and competence development. To provide a comprehensive and detailed explanation of on digital human resource practice and employee development in the banking sector in Nigeria, information in this study were sourced based on authoritative and credible print encyclopedias, nonfiction books, academic journals, and dictionaries. From the findings from the review of extant empirical studies, the study revealed that digital human resource practice is imperative and essential to employee development in Nigerian banking sector. In conclusion, digital human resource practice and employee development have become integral components of the Nigerian banking sector. By adopting digital HR practices, banks can enhance recruitment processes, improve employee training and development, streamline performance management, foster employee engagement, and retain top talent. The study recommended that Banks should prioritize investing in robust technology infrastructure to support digital HR practices. As digital HR practices evolve rapidly, it is essential for HR professionals in the banking sector to stay updated with the latest trends and technologies that will aid recruitment and onboarding system.

keywords: Digital Human Resource practice, Employee Development

INTRODUCTION
The banking sector has undergone significant transformations in recent years due to advancements in technology. The integration of digital tools and platforms has revolutionized various aspects of banking operations, including human resource practices and employee development. This study aims to explore the impact of digital HR practices on employee development in the banking sector (Armstrong & Taylor 2017).
Digital human resource practices refer to the utilization of technology-based tools and platforms for managing HR functions. These practices encompass various areas such as recruitment, training and development, performance management, employee engagement, and talent management. With the advent of digitalization, banks have adopted innovative HR technologies to streamline their processes, enhance efficiency, and improve employee experiences (Boxall & Purcell, 2016).
Employee development is crucial for organizations to ensure a skilled and motivated workforce. It involves activities that enhance employees' knowledge, skills, and abilities, ultimately contributing to their professional growth and career advancement. Traditional methods of employee development include classroom training, workshops, mentoring programs, and job rotations. However, digital HR practices have introduced new avenues for employee development through e-learning platforms, virtual training sessions, gamification techniques, and personalized learning experiences (Budhwar & Debrah, 2013).
According to Cascio and Boudreau (2010) the integration of digital HR practices in the banking sector has the potential to reshape employee development strategies. By leveraging technology-driven solutions, banks can provide flexible and accessible learning opportunities to employees. Additionally, digital tools enable tracking and analyzing employees' performance data, facilitating personalized development plans tailored to individual needs. Understanding the impact of digital HR

practices on employee development is essential for banks to optimize their human capital management strategies. This study aims to analyze the effectiveness of various digital HR practices in fostering employee development in the banking sector. By examining the current state of digital HR practices and their outcomes on employee development, this research will contribute to enhancing HR strategies in the banking industry, it is in the light of the above that this study is carried out to examine the relationship between digital human resource practices and employee development in the banking sector.

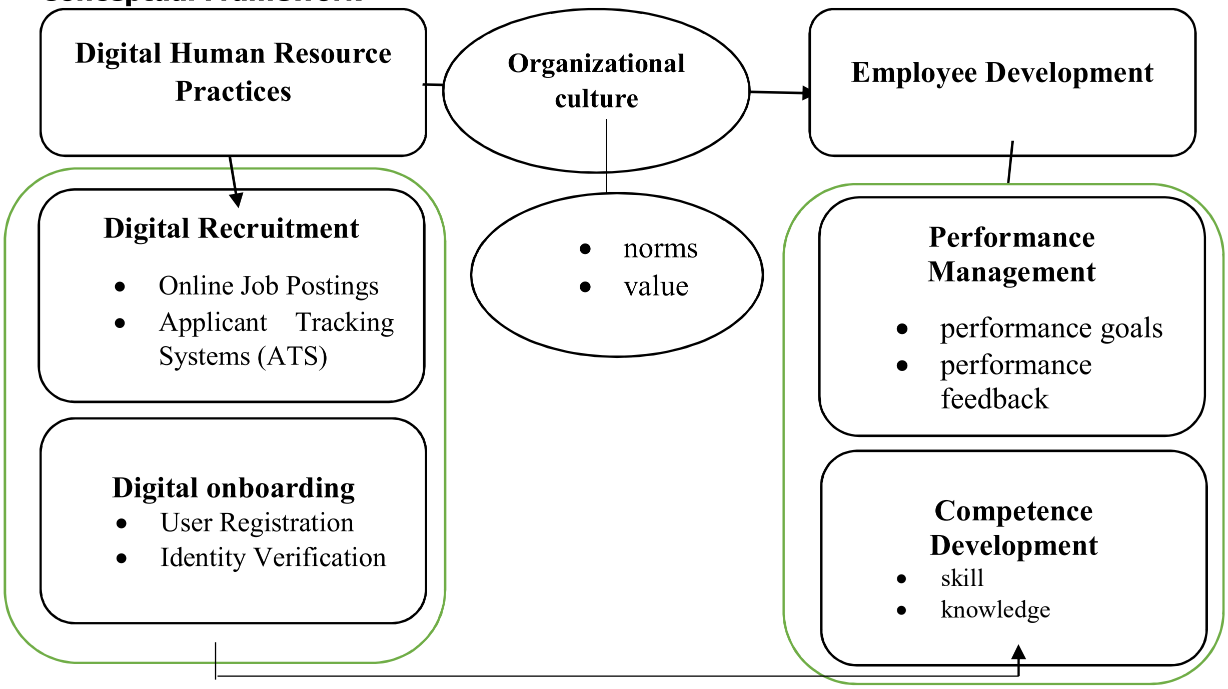
Statement of the problem

The banking sector has witnessed significant changes in recent years due to the rapid advancement of digital technologies. These changes have had a profound impact on human resource practices and employee development within the industry. This article aims to explore the problems associated with digital human resource practices and employee development in the banking sector. Lack of Digital Skills: One of the primary challenges faced by employees in the banking sector is the lack of digital skills required to adapt to the changing technological landscape. As banks increasingly adopt digital platforms and processes, employees need to possess adequate digital literacy to effectively utilize these tools. However, many employees may lack the necessary skills, leading to difficulties in performing their job roles efficiently.

Resistance to Change: The implementation of digital human resource practices often faces resistance from employees who are accustomed to traditional methods. Resistance to change can hinder the adoption of new technologies and impede the development of digital HR practices. Employees may feel threatened by automation or fear that their jobs will be replaced by technology, leading to a reluctance to embrace digital transformation. Training and Development Challenges: The rapid pace of technological advancements requires continuous training and development programs for employees in the banking sector. However, designing and implementing effective training programs can be challenging due to various factors such as time constraints, budget limitations, and resistance from employees. Furthermore, ensuring that training programs align with organizational goals and individual employee needs adds complexity to the process.

Data Privacy and Security Concerns: With the increasing digitization of HR practices, data privacy and security become critical issues for banks. Storing sensitive employee data electronically requires robust security measures to prevent unauthorized access or data breaches. Banks must invest in secure systems and protocols to safeguard employee information, which adds an additional layer of complexity to digital HR practices. Employee Engagement and Communication: Digital HR practices may inadvertently lead to reduced employee engagement and communication within the banking sector. Traditional face-to-face interactions and personal connections may be compromised due to the reliance on digital platforms. Maintaining a sense of connection and engagement among employees becomes crucial to ensure a positive work environment and foster collaboration. Overall, the banking sector faces several challenges in implementing digital human resource practices and promoting employee development. These challenges include the lack of digital skills, resistance to change, training and development difficulties, data privacy and security concerns, as well as potential negative impacts on employee engagement and communication.

Conceptual Framework



Source: Noe, et al.,(2017) and Yukl (2013)

Aim & objective of the study

The aim of this study is to determine the relationship between Digital Human Resource Practices and Employee Development in banking sector. The specific objectives are to:

1) determine the relationship between digital recruitment and performance management of banking sector.
2) determine the relationship between digital recruitment and competence development of banking sector.
3) determine the relationship between digital onboarding and Performance Management of banking sector.
4) determine the relationship between digital onboarding and competence development of banking sector.

Review of Related Literature

Conceptual Review

Digital Human Resource Practices

The concept of Digital Human Resource (HR) practices refers to the integration of technology and digital tools into various HR functions and processes. It involves leveraging digital platforms, software applications, and data analytics to streamline HR operations, enhance employee experiences, and drive organizational success. Digital HR practices encompass a wide range of activities, including recruitment and onboarding, performance management, learning and development, employee engagement, talent management, and HR analytics. By adopting digital solutions, organizations can automate manual tasks, improve efficiency, reduce costs, and make data-driven decisions (Sparrow, et al., 2016).

One of the key aspects of digital HR practices is the use of digital platforms for recruitment and onboarding processes. Online job portals, social media platforms, and applicant tracking systems enable organizations to reach a wider pool of candidates and streamline the hiring process. Digital onboarding tools facilitate the seamless integration of new employees into the organization by providing them with access to necessary information, training materials, and resources. Performance management is another area where digital HR practices have gained prominence. Traditional performance appraisal systems are being replaced by continuous feedback mechanisms facilitated by digital tools. Performance management software allows managers and employees to set goals, track progress, provide real-time feedback, and conduct performance reviews more effectively (Stone & Deadrick, 2015).

According to Dessler, et al., (2019) Learning and development initiatives have also been transformed by digital HR practices. Online learning platforms, virtual classrooms, and e-learning modules enable employees to acquire new skills and knowledge at their own pace. These digital learning solutions offer flexibility in terms of time and location, making it easier for employees to engage in continuous learning. Employee engagement is a critical aspect of HR practices that has been enhanced through digitalization. Digital platforms such as intranets, collaboration tools, and employee engagement apps enable organizations to foster communication, collaboration, and recognition among employees. These tools facilitate remote work arrangements and create a sense of belonging within virtual teams.

In the view of Jackson, et al., (2019) Talent management processes have also been revolutionized by digital HR practices. Digital talent acquisition tools help identify high-potential candidates, assess their skills and competencies, and match them with suitable job roles. Talent management software enables organizations to create talent pools, succession plans, and career development pathways for employees. HR analytics is a significant component of digital HR practices. By leveraging data analytics tools, organizations can gain insights into various HR metrics such as employee turnover, performance, engagement, and productivity. These insights enable HR professionals to make data-driven decisions, identify trends, and develop strategies to optimize HR processes and improve organizational performance.

The concept of Digital HR practices involves the integration of technology and digital tools into various HR functions and processes. It encompasses activities such as recruitment and onboarding, performance management, learning and development, employee engagement, talent management, and HR analytics. By adopting digital solutions, organizations can streamline operations, enhance employee experiences, and drive organizational success (Noe, et al.,2017).

Dimensions of Digital Human Resource Practices

Digital Recruitment

The concept of digital recruitment refers to the process of using digital technologies and platforms to attract, assess, and select potential candidates for job positions. It involves leveraging online tools, such as job boards, social media platforms, applicant tracking systems (ATS), and online assessments, to streamline and enhance the recruitment process. Digital recruitment has become increasingly popular in recent years due to its efficiency, cost-effectiveness, and ability to reach a wider pool of candidates (Stone & Mark 2018).

According to Kavanagh and Richard (2017) Digital recruitment encompasses various stages, including job posting, candidate sourcing, screening and assessment, interview scheduling, and onboarding. With the advent of online job boards and professional networking platforms like LinkedIn, employers can easily advertise job openings and connect with potential candidates. These platforms allow recruiters to search for candidates based on specific criteria such as skills, experience, location, and education.

In the view of Stone, & Mark (2018) Applicant tracking systems (ATS) are another crucial component of digital recruitment. ATS software helps automate the recruitment process by managing job applications, storing candidate information, and facilitating communication between recruiters and applicants. These systems often use artificial intelligence (AI) algorithms to screen resumes based on predefined criteria or keywords. Digital recruitment also involves the use of online assessments to evaluate candidates' skills and competencies. These assessments can include cognitive tests, personality questionnaires, situational judgment tests, or technical evaluations. Online interviews through video conferencing tools have also gained popularity as they enable remote interviewing and reduce logistical challenges (Barber & Michael, 2004).

The benefits of digital recruitment are numerous. It allows organizations to reach a larger pool of candidates beyond their local area or network. Digital recruitment also offers cost savings compared to traditional methods such as newspaper advertisements or in-person career fairs. The use of technology streamlines the entire recruitment process, reducing administrative tasks for recruiters and providing a more efficient experience for both employers and candidates. Overall, digital recruitment has revolutionized the way organizations attract and select talent by harnessing the power of technology and online platforms (Parry, & Nigel, 2020).

Digital Onboarding

According to Smith (2020) Digital onboarding refers to the process of integrating new customers or employees into a digital platform or system. It involves collecting and verifying their information, providing them with necessary access and permissions, and guiding them through the initial steps of using the digital platform. This concept has gained significant importance in various sectors, including banking, finance, human resources, and customer service, as organizations increasingly adopt digital solutions to streamline their operations and enhance user experience.

During the digital onboarding process, organizations collect personal information from individuals and use it to create their digital profiles. This information may include identification documents, contact details, employment history, educational qualifications, and other relevant data. The collected information is then verified through various means such as identity verification services or background checks. Once the information is verified, individuals are granted access to the digital platform or system (Johnson, 2019).

Digital onboarding also involves providing individuals with necessary training and guidance to navigate the digital platform effectively. This may include tutorials, instructional videos, or interactive guides that help users understand how to use different features and functionalities. Additionally, organizations may offer support channels such as chatbots or online assistance to address any queries or issues faced by users during the onboarding process (Brown, 2018).

According to Anderson, (2021) the benefits of digital onboarding are numerous. Firstly, it eliminates the need for physical paperwork and manual data entry, making the process more efficient and reducing errors. Secondly, it allows organizations to automate various tasks such as form filling, document submission, and approvals, saving time and resources. Thirdly, digital onboarding enhances user experience by providing a seamless and personalized onboarding journey tailored to individual needs. Lastly, it improves security by implementing robust authentication measures and encryption protocols to protect sensitive data.

Digital onboarding is a crucial process that enables organizations to efficiently integrate new customers or employees into their digital platforms or systems. It involves collecting and verifying personal information, granting access to the digital platform, providing necessary training and support, and ensuring a seamless onboarding experience. By adopting digital onboarding, organizations can streamline their operations, enhance user experience, and improve data security (Williams, 2020).

Employee Development

According to Dessler (2017) Employee Development refers to the process of enhancing the knowledge, skills, abilities, and competencies of employees within an organization. It is a strategic approach that aims to improve individual and collective performance, foster employee engagement and satisfaction, and support organizational growth and success. Employee development encompasses various activities and initiatives designed to help employees acquire new skills, expand their knowledge base, and develop professionally. One of the key objectives of employee development is to ensure that employees have the necessary skills and capabilities to perform their current roles effectively. This includes providing training programs, workshops, seminars, and other learning opportunities that focus on job-specific skills, technical knowledge, and industry best practices. By investing in employee development, organizations can enhance productivity, efficiency, and quality of work.

Moreover, employee development also plays a crucial role in preparing employees for future roles and responsibilities within the organization. This involves identifying high-potential individuals and providing them with opportunities for growth and advancement. Through mentoring programs, job rotations, stretch assignments, and leadership development initiatives, employees can develop the necessary competencies to take on more challenging roles in the future. Employee development is not limited to technical or job-related skills alone. It also encompasses the development of soft skills such as communication, teamwork, problem-solving, leadership, adaptability, and emotional intelligence. These skills are essential for effective collaboration, conflict resolution, decision-making, and overall professional growth. Organizations often provide workshops or coaching sessions to help employees enhance these interpersonal skills (Rothwell & Kazanas, 2004).

Furthermore, employee development is closely linked to employee engagement and retention. When organizations invest in the growth and development of their employees, it sends a strong message that they are valued members of the organization. This can lead to increased job satisfaction, motivation, and loyalty among employees. Additionally, offering opportunities for personal growth and career advancement can reduce turnover rates by providing employees with a sense of purpose and long-term career prospects within the organization. To effectively implement employee development initiatives, organizations need to have a systematic approach. This includes conducting regular performance evaluations to identify areas for improvement and development needs. Based on these evaluations, personalized development plans can be created for each employee, outlining the specific training programs, courses, or activities they need to undertake to enhance their skills and knowledge (Dessler,2017).

Organizations can also leverage technology to facilitate employee development. Online learning platforms, webinars, virtual classrooms, and e-learning modules provide flexible and accessible options for employees to engage in self-paced learning. Additionally, organizations can encourage knowledge sharing and collaboration through internal social networks or communities of practice, where employees can exchange ideas, best practices, and lessons learned (Rothwell & Kazanas, 2004).

Employee development is a critical aspect of organizational success. By investing in the growth and development of employees, organizations can improve individual and collective performance, foster employee engagement and satisfaction, and support long-term growth. It involves providing training programs, mentoring opportunities, leadership development initiatives, and other learning opportunities to enhance job-specific skills, technical knowledge, soft skills, and prepare employees for future roles. Employee development is closely linked to employee engagement and retention and requires a systematic approach that includes performance evaluations and personalized development plans. Leveraging technology can further enhance the effectiveness of employee development initiatives (Noe, et al.,2019).

Measures of Employee Development

Performance Management

Performance management is a comprehensive process that encompasses various activities aimed at improving organizational performance and achieving strategic goals. It involves the systematic identification, measurement, evaluation, and development of individual and organizational performance to enhance productivity and effectiveness (Smither, et al.,2005). Performance management integrates various elements such as goal setting, performance measurement, feedback, coaching, development, and rewards to align individual and team efforts with organizational objectives (Cascio & Boudreau, 2010).

According to DeNisi and Pritchard (2006) the concept of performance management has evolved over time to address the changing needs and demands of organizations. It focuses on managing performance at both the individual and organizational levels, emphasizing continuous improvement and alignment with business strategies. Performance management systems typically involve the following key components: Goal Setting: Clear and specific goals are established for individuals or teams to provide direction and focus their efforts. These goals should be aligned with the organization's overall objectives. Performance Measurement: Performance is measured using various indicators or metrics to assess progress towards goals. This may include quantitative measures such as sales targets or qualitative measures such as customer satisfaction ratings.

Feedback and Coaching: Regular feedback is provided to individuals or teams regarding their performance against set goals. This feedback helps identify strengths and areas for improvement, enabling coaching interventions to enhance performance. Development and Training: Performance management systems often incorporate development plans to address skill gaps or enhance competencies required for improved performance. Training programs may be designed to support employee growth and development. Performance Appraisal: Formal evaluations are conducted periodically to assess individual or team performance against predetermined criteria. These appraisals serve as a basis for recognition, rewards, promotions, or career development decisions (Lawler III & Bourdreau, 2012).

Rewards and Recognition: Performance management systems include mechanisms for recognizing and rewarding high performers to motivate employees and reinforce desired behaviors. Continuous Improvement: The performance management process is iterative, emphasizing ongoing monitoring, evaluation, and adjustment of goals and strategies to ensure continuous improvement. Alignment with Organizational Strategy: Performance management systems aim to align individual and team performance with the overall strategic objectives of the organization. This ensures that efforts are directed towards achieving organizational goals (Pulakos, 2009).

Competence Development

Competence development is a concept that refers to the process of acquiring and enhancing the knowledge, skills, and abilities necessary to perform tasks effectively and efficiently. It involves continuous learning and improvement in order to meet the demands of a changing environment and to achieve personal and professional goals. Competence can be defined as the combination of knowledge, skills, abilities, and attitudes required to perform a specific task or job role successfully. It encompasses both technical expertise and behavioral attributes. Competence development, therefore, focuses on developing these competencies through various means such as training, education, experience, and self-directed learning (Dessler, 2017).

According to Noe et al., (2019) The development aspect of competence development emphasizes the need for individuals to actively engage in activities that enhance their competencies. It involves a systematic approach to learning and growth, which includes setting goals, identifying learning needs, acquiring new knowledge and skills, practicing and applying them in real-life situations, receiving feedback, reflecting on performance, and making adjustments for improvement. Competence development is crucial in today's rapidly changing world. Technological advancements, globalization, and evolving job requirements necessitate individuals to continuously update their competencies to remain relevant and competitive in the workforce. Organizations also recognize the importance of competence development as it contributes to employee engagement, productivity, innovation, and overall organizational success.

According to Dessler (2017) there are several key elements that contribute to effective competence development: Assessment: Before embarking on any competence development journey, it is essential to assess one's current competencies. This can be done through self-assessment or by seeking feedback from supervisors, peers, or mentors. Assessments help identify strengths and areas for improvement, enabling individuals to focus their efforts on the most relevant competencies. Goal Setting: Setting clear goals is crucial for competence development. Goals should be specific, measurable, achievable, relevant, and time-bound (SMART). By defining what they want to achieve in terms of competencies, individuals can create a roadmap for their development journey.

Learning Opportunities: Competence development requires access to various learning opportunities. These can include formal education, training programs, workshops, seminars, conferences, online courses, mentoring, coaching, job rotations, and on-the-job experiences. Different individuals may prefer different learning methods, so it is important to provide a range of options to cater to diverse learning styles. Feedback and Reflection: Feedback plays a vital role in competence development. It provides individuals with insights into their performance and areas for improvement. Feedback can come from supervisors, colleagues, customers, or through self-reflection. Regular reflection on one's experiences and learning helps consolidate knowledge and skills and promotes continuous improvement (Dessler, 2017).

Supportive Environment: Creating a supportive environment is crucial for competence development. Organizations should foster a culture that values learning and growth, encourages collaboration and knowledge sharing, provides resources and tools for development, and recognizes and rewards competence development efforts. Continuous Improvement: Competence development is an ongoing process that requires continuous improvement. It is important to regularly review and update goals, assess progress, seek new learning opportunities, adapt to changing circumstances, and stay updated with the latest developments in one's field (Dessler, 2017).

Competence development has several benefits for individuals and organizations: Personal Growth: Competence development enables individuals to expand their knowledge base, acquire new skills, and enhance their abilities. This leads to personal growth, increased self-confidence, and a sense of achievement. Career Advancement: Developing competencies opens up new opportunities for career advancement. It equips individuals with the skills required for higher-level roles or positions in different industries or sectors. Organizational Success: Competent employees contribute to organizational success by being more productive, efficient, innovative, and adaptable. They are better equipped to handle challenges and contribute to the achievement of organizational goals (Noe et al., 2019).

In the view of Noe et al., (2019) Competence development is a continuous process that involves acquiring and enhancing the knowledge, skills, and abilities necessary for effective performance. It requires self-assessment, goal setting, access to learning opportunities, feedback and reflection, a supportive environment, and a commitment to continuous improvement. Competence development benefits individuals by promoting personal growth and career advancement, while also contributing to organizational success.

Organizational culture

Organizational culture refers to the shared values, beliefs, norms, and behaviors that shape the way people work and interact within an organization. It is a critical aspect of any company's identity and plays a significant role in shaping employee behavior, decision-making processes, and overall organizational performance. In the context of digital HR practice, organizational culture becomes even more crucial as it influences how technology is adopted, utilized, and integrated into HR processes (Schein, 2010).

In the view of Schein, (2010) Digital HR practice involves leveraging technology to streamline and enhance various HR functions such as recruitment, onboarding, performance management, learning and development, employee engagement, and data analytics. The successful implementation of digital HR practices requires a supportive organizational culture that embraces change, innovation, collaboration, and continuous learning. One key aspect of organizational culture in terms of digital HR practice is agility. An agile culture is characterized by flexibility, adaptability, and responsiveness to changing business needs and technological advancements. In the digital era, HR departments need to be agile in their approach to keep up with the rapidly evolving technology landscape. This includes being open to experimenting with new tools and platforms, embracing automation and artificial intelligence (AI) solutions, and continuously improving HR processes through data-driven insights.

According to Cameron and Quinn (2011) an agile culture also encourages collaboration and cross-functional teamwork. In the context of digital HR practice, this means breaking down silos between different HR functions (such as recruitment, training, and performance management) and fostering collaboration between HR professionals and IT specialists. By working together, they can identify opportunities for process automation, develop user-friendly interfaces for HR systems, and ensure seamless integration between different HR software applications. Another important aspect of organizational culture in digital HR practice is a focus on employee experience. Employee experience refers to the sum of all interactions an employee has with their organization throughout their employment journey. In the digital age, employees expect consumer-grade experiences from their workplace technology solutions. Therefore, organizations need to prioritize user-centric design principles when implementing digital HR tools and platforms.

A culture that values employee experience recognizes the importance of providing intuitive, user-friendly interfaces, personalized content, and self-service capabilities. This includes mobile-friendly applications, chatbots for quick HR support, and personalized learning platforms. By focusing on employee experience, organizations can enhance employee engagement, productivity, and satisfaction, leading to improved overall organizational performance. A culture of data-driven decision-making is crucial in the context of digital HR practice. Digital HR solutions generate vast amounts of data that can provide valuable insights into various HR processes. However, to harness the power of data, organizations need a culture that values evidence-based decision-making and encourages HR professionals to develop data analytics skills (Hofstede, et al.,.2010).

A data-driven culture involves using analytics tools to measure and monitor key HR metrics such as employee turnover rates, recruitment effectiveness, training impact, and performance management outcomes. By analyzing this data, organizations can identify trends, patterns, and areas for improvement. For example, they can use predictive analytics to forecast future talent needs or identify potential flight risks among employees. Organizational culture plays a crucial role in shaping the success of digital HR practices. An agile culture promotes flexibility and collaboration in adopting new technologies. A focus on employee experience ensures user-friendly and personalized digital HR solutions. Lastly, a data-driven culture enables evidence-based decision-making through the analysis of HR metrics and analytics(Hofstede, et al.,.2010).

Theoretical Review

Technological Acceptance Model (Davis, 1989)

The Technological Acceptance Model (TAM) was proposed by Fred Davis in 1989. It is a theoretical framework that explains how users adopt and accept new technologies. The model focuses on the factors that influence individuals' attitudes towards using technology and their subsequent behavioral intentions. The TAM suggests that two primary factors determine the acceptance of technology: perceived usefulness and perceived ease of use. Perceived usefulness refers to the degree to which a person believes that using a particular technology will enhance their job performance or make their life easier. Perceived ease of use refers to the extent to which a person believes that using the technology will be free from effort (Venkatesh & Davis, 2000).

According to the TAM, these two factors directly influence users' attitudes towards using technology, which in turn affects their behavioral intentions. Attitude is defined as an individual's overall evaluation of using the technology, while behavioral intention refers to the person's willingness to engage in the actual use of the technology. The TAM makes several assumptions about users' behavior and decision-making processes. First, it assumes that individuals are rational decision-makers who carefully evaluate the potential benefits and costs of adopting a new technology. Second, it assumes that users base their perceptions of usefulness and ease of use on subjective assessments rather than objective measures. Third, it assumes that users' attitudes and intentions are influenced by external factors such as social norms and organizational support (Legris, et al., 2003).

Relevance of the Theory

The relevance of the TAM to the study on digital human resource practice and employee development lies in its ability to explain and predict users' acceptance and adoption of technology in the workplace. As organizations increasingly rely on digital tools for various HR practices, such as recruitment, training, performance management, and employee development, understanding employees' attitudes towards these technologies becomes crucial. By applying the TAM framework, researchers can identify the key factors that influence employees' acceptance of digital HR practices. For example, if employees perceive digital tools as useful for enhancing their skills or improving their job performance, they are more likely to adopt and use them. Similarly, if employees perceive the use of these tools as easy and effortless, their intentions to use them will be higher (Venkatesh, et al.,2003).

Understanding employees' attitudes and intentions towards digital HR practices can help organizations design more effective strategies for implementation, training, and support. By addressing potential barriers to acceptance, organizations can increase the likelihood of successful adoption and utilization of these technologies, leading to improved employee development outcomes. In the context of digital HR practices, organizations need to ensure that the digital tools and platforms they provide are perceived as useful and easy to use by employees. For example, if an organization introduces a new digital learning platform, it should be user-friendly and offer relevant and engaging content to encourage employees to adopt and utilize it for their development. By considering employees' perceptions of usefulness and ease of use, organizations can increase the effectiveness of their digital HR practices and employee development initiatives (Venkatesh, et al.,2003).

Job Characteristics Theory (Hackman, & Oldham, 1976)

Job Characteristics Theory (JCT) was propounded by Richard Hackman and Greg Oldham in 1976. The theory seeks to explain the relationship between job design and employee motivation, satisfaction, and performance. It suggests that certain characteristics of a job can lead to positive outcomes for employees, such as increased job satisfaction and motivation. The theory is based on several key assumptions. Firstly, it assumes that individuals have certain psychological states that are influenced by the characteristics of their jobs. These psychological states include experienced meaningfulness of work, experienced responsibility for outcomes, and knowledge of results. Secondly, it assumes that individuals have different needs for growth and development. Lastly, it assumes that the core dimensions of a job can be modified to enhance employee motivation and performance (Oldham & Hackman, 2010).

According to JCT, there are five core dimensions of a job that can influence employee motivation and satisfaction: skill variety, task identity, task significance, autonomy, and feedback. Skill variety refers to the extent to which a job requires different skills and abilities. Task identity refers to the extent to which a job involves completing a whole piece of work from start to finish. Task significance refers to the impact of a job on others or society as a whole. Autonomy refers to the level of independence and decision-making authority an individual has in performing their job. Feedback refers to the extent to which individuals receive clear information about their performance. The theory suggests that when these core dimensions are present in a job, employees are more likely to experience meaningfulness in their work because they can see the impact of their efforts. They also feel more responsible for the outcomes of their work and have a better understanding of how well they are performing through feedback. This leads to increased motivation, satisfaction, and performance (Morgeson & Humphrey, 2006).

Relevance of the theory

In terms of relevance to the study on digital human resource practice and employee development, JCT provides insights into how job design can be optimized in a digital environment. As organizations increasingly adopt digital technologies, understanding how to design jobs that promote motivation and satisfaction becomes crucial. By incorporating the core dimensions of JCT into the design of digital jobs, organizations can create a work environment that fosters employee engagement and development. In the context of digital HR practices, organizations can leverage technology to redesign jobs and enhance job characteristics that promote employee development. For example, digital platforms can enable employees to work on diverse tasks, provide them with autonomy in decision-making, and offer real-time feedback on their performance. By incorporating these job characteristics into digital HR practices, organizations can create a motivating work environment that fosters employee development (Grant, et al.,2010).

Empirical Review

Ojo (2017) undertook a study on Digital Transformation of Human Resource Management in Nigerian Banks. This study employed a qualitative research design, including interviews with HR managers and employees in Nigerian banks, as well as a review of relevant literature. The study found that digital HR practices have positively impacted employee development in Nigerian banks, leading to increased efficiency, improved talent management, and enhanced employee engagement. The study concludes that the adoption of digital HR practices can significantly contribute to employee development in the banking sector in Nigeria. The author recommends that Nigerian banks invest in digital HR technologies, provide adequate training to employees for effective utilization of these technologies, and continuously monitor the impact of digital HR practices on employee development.

Adeoti (2018) undertook a study on the Impact of Digital Human Resource Management on Employee Performance in Nigerian Banks. This study utilized a mixed-methods approach, combining surveys and interviews with HR managers and employees from various Nigerian banks. The study revealed that the implementation of digital HR practices positively influenced employee performance in Nigerian banks by enhancing communication, promoting collaboration, and facilitating knowledge sharing among employees. The study concludes that digital HR management has a significant impact on improving employee performance in the banking sector in Nigeria. The author suggests that Nigerian banks should invest more in digital HR systems, provide adequate training to employees to ensure their proficiency in using these systems, and regularly assess the effectiveness of these practices on employee performance.

Ogunnaike (2019) undertook a study on Digital HR Practices and Employee Development in Nigerian Banks: A Case Study Approach. This study employed a case study approach, examining the digital HR practices and employee development initiatives in selected Nigerian banks. The study found that the adoption of digital HR practices in Nigerian banks has positively impacted employee development by providing access to online learning platforms, facilitating skill development, and promoting continuous learning. The study concludes that digital HR practices play a crucial role in fostering employee development in the banking sector in Nigeria. The author recommends that Nigerian banks should invest in advanced digital HR technologies, establish effective communication channels for employees to access online learning resources, and encourage a culture of continuous learning within the organizations.

Adebayo (2020) undertook a study on the Role of Digital Human Resource Management in Enhancing Employee Engagement in Nigerian Banks. This study utilized a quantitative research design, administering surveys to HR managers and employees from various Nigerian banks. The study found that the implementation of digital HR practices significantly improved employee engagement levels in Nigerian banks by providing opportunities for flexible work arrangements, facilitating communication between employees and management, and enhancing recognition and rewards systems. The study concludes that digital HR management plays a vital role in enhancing employee engagement within the banking sector in Nigeria. The author suggests that Nigerian banks should adopt digital HR tools that promote employee engagement, create a supportive work environment that encourages work-life balance, and regularly assess the impact of these practices on employee engagement.

Okeke (2021) undertook a study on Digital Transformation of Human Resource Management and Talent Retention in Nigerian Banks. This study employed a mixed-methods approach, combining surveys and interviews with HR managers and employees in Nigerian banks. The study revealed that the adoption of digital HR practices has positively influenced talent retention in Nigerian banks by providing opportunities for career development, enhancing employee satisfaction, and offering personalized learning experiences. The study concludes that digital HR management is crucial for talent retention within the banking sector in Nigeria. The author recommends that Nigerian banks should invest in advanced digital HR systems, provide personalized learning and development opportunities to employees, and regularly assess the impact of these practices on talent retention.

Gap in Literature

Various studies such as Okeke (2021) and Adebayo (2020) have been carried out on digital human resource practice and employee development in the banking sector however, there is still a linkage as it is observed that the problem of human resource manager adopting the digital approach is still lingering, it is in the light of the above that this study is carried out to fill this lacuna by providing adequate measures of adopting the digital approach of human resource practice in terms of digital recruitment and digital onboarding.

METHODOLOGY

To provide a comprehensive and detailed explanation of on digital human resource practice and employee development in the banking sector in Nigeria, information in this study were sourced based on authoritative and credible print encyclopedias, nonfiction books, academic journals, and dictionaries.

Summary of findings

Digital human resource practices and employee development in Nigeria have been the subject of several studies aiming to understand the impact of technology on HR practices and how it affects the development of employees. These studies have examined various aspects such as the adoption of digital HR practices, the use of technology for employee training and development, and the overall impact on employee performance and satisfaction. One study conducted by Adeyemi et al. (2019) explored the adoption of digital HR practices in Nigerian organizations. The researchers found that while there is a growing trend towards digitalization in HR practices, many organizations still face challenges in fully integrating technology into their HR processes. This study highlighted the need for organizations to invest in digital infrastructure and provide adequate training to employees to effectively utilize digital HR tools.

Another study by Ojo et al. (2018) focused on the use of technology for employee training and development in Nigerian organizations. The researchers found that digital platforms such as e-learning systems and virtual classrooms are increasingly being used for employee training. This study emphasized the benefits of digital training methods, including cost-effectiveness, flexibility, and accessibility. However, it also highlighted the need for organizations to ensure that employees have access to necessary technological resources and support. In a study by Akinbode et al. (2017), the impact of digital HR practices on employee performance was examined. The researchers found a positive relationship between the adoption of digital HR practices and employee performance. They argued that digital tools can enhance communication, collaboration, and knowledge sharing among employees, leading to improved productivity and job satisfaction.

A study by Ogunnaike et al. (2016) focused on the role of digital HR practices in talent management and employee development. The researchers found that technology can facilitate talent identification, recruitment, and retention processes. They also highlighted the importance of providing employees with opportunities for continuous learning through online platforms and virtual communities. Lastly, Oladipo et al. (2015) explored the impact of digital HR practices on employee satisfaction and engagement. The researchers found that organizations that effectively utilize digital tools for HR processes tend to have higher levels of employee satisfaction and engagement. They emphasized the need for organizations to create a supportive digital environment that encourages employee participation and feedback. Overall, these studies highlight the growing importance of digital HR practices in Nigeria and their impact on employee development. They emphasize the need for organizations to invest in digital infrastructure, provide training and support to employees, and leverage technology for talent management, training, and communication.

CONCLUSION

Digital human resource practices and employee development in the Nigerian banking sector have become increasingly important in recent years. The advent of digital technologies has transformed various aspects of human resource management, including recruitment, training, performance management, and employee engagement. From the findings from the review of extant empirical studies, the study revealed that digital human resource practice is imperative and essential to employee development in Nigerian banking sector. In conclusion, digital human resource practice and employee development have become integral components of the Nigerian banking sector. By adopting digital HR practices, banks can enhance recruitment processes, improve employee training and development, streamline performance management, foster employee engagement, and retain top talent. However, continuous investment in technology infrastructure, training for HR professionals, and promoting a culture of innovation are essential for further improving digital HR practices in the Nigerian banking sector.

RECOMMENDATIONS

Recommendations for further improving digital human resource practice and employee development in the Nigerian banking sector include:

1. Investing in technology infrastructure: Banks should prioritize investing in robust technology infrastructure to support digital HR practices. This includes upgrading hardware and software systems, ensuring reliable internet connectivity, and implementing data security measures.
2. Continuous training for HR professionals: As digital HR practices evolve rapidly, it is essential for HR professionals in the banking sector to stay updated with the latest trends and technologies that will aid recruitment and onboarding system.
3. Banks should invest in training programs to equip HR personnel with the necessary skills and knowledge to effectively implement and manage digital HR practices.
4. Promoting a culture of innovation: To fully leverage the potential of digital HR practices, banks need to foster a culture of innovation and experimentation. This involves encouraging employees to embrace new technologies, providing them with opportunities to contribute ideas, and recognizing and rewarding innovative initiatives.

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