Stratford
Peer Reviewed Journals & books

Effects of Electronic Human Resource Management Practices on Organizational Performance: A Case of University of Maryland Programs, Nairobi Kenya

Moureen Atieno Obama, Dinah Keino (PhD), Joanes Kyongo (PhD) Samuel Muriithi (PhD) & Evans Amata (PhD)

Effects of Electronic Human Resource Management Practices on Organizational Performance: A Case of University of Maryland Programs, Nairobi Kenya

[1]Mooreen Atieno Obama, [2]Dinah Keino (PhD), [3]Joanes Kyongo (PhD) [4]Samuel Muriithi (PhD) & [5]Evans Amata (PhD)

[1]Graduate Candidate, Daystar University

[2]Lecturer, Daystar University

[3]Lecturer, Daystar University

[4]HoD, Commerce, Daystar University
[5]Dean School of Business and Economics, Daystar University

*Email of the Corresponding Author: moureen.obama@gmail.com

Abstract

The purpose study was to determine the effect of Electronic Human Resource Management (EHRM) practices on organizational performance at University of Maryland Programs (UMB), Kenya. The objectives of the study were to identify the existing Electronic Human Resource Management practices in University of Maryland Programs; to examine the level of performance in UMB; to establish how EHRM practices contribute to organizational performance in UMB. This study adopted a descriptive research design. The researcher used a stratified sampling technique. The sample size of the study was 107. Primary data was collected by use of questionnaires. The validity and reliability of the instrument were measured by the Cronbach Alpha test. The collected data was analyzed using the Statistical Package for the Social Sciences (SPPS) twenty third edition. The study found that 88.7%, of the respondents were aware that e-recruitment was used at UMB to a large extent as indicated while 83.5%, of the respondents were aware that e- e-compensation was utilized at UMB to a large extent and finally 84.1% of the respondents were aware that e-recruitment was used at UMB to a large extent Secondly, the indicators of organizational performance at UMB were found by the study to include workforce' agility, organizations productivity, organizational effectiveness and organizational flexibility as agreed by 75.3%, 61.9%, 69.0% and 67.0% of the respondents. Finally, 76.8%, 76.05%, 76.3% and 74.6% of respondents agreed that e-recruitment, e-training, e-compensation and e-performance were

implemented had effect on organizational flexibility, organizational effectiveness, workforce agility and organizational productivity at UMB. The study recommended that UMB to focus on E-performance management since it has a significant relationship with organizational effectiveness.

Keywords: *Electronic Human Resource Management Practices, Organizational Performance, Maryland Programs, Kenya*

1.1 Background of the Study

In the advent of the Information Technology (IT) revolution, many organizational departments have gone through functionality changes to increase their efficiency and performance. Many organizations have integrated IT in their systems to improve organizational performance. The IT revolution is also coming at a time when the business markets have shrunk, and many organizations are seeking solace in the foreign markets, thanks to globalization. Ma and Ye (2015) emphasized that human resource management, which is a critical pillar in an organization's structure, has adjusted to the world's business trend and adopted the use of information technology to improve its performance and efficiency. Although there are almost endless possibilities of integrating digital technology into the human resource management system, the conventional way through which organizations integrated technology into their human resource system is through the use of web-based technologies collectively known as Electronic Human Resource Management (E-HRM) (Noe, Hollenbeck, Gerhart & Wright, 2017).

E-HRM practices involve the integration of various web-based technologies and internet-based protocols to automate human resource functions. When introducing the e-HRM into the organizational systems, the management hopes to reduce cost and increase productivity and client's services. Studies (Bondarouk & Ruel, 2013; Marler & Fisher, 2013; Stone et al., 2015) have showed that integration of digital technology into human resource (HR) systems has several benefits, including but not limited to improved quality of HR processes, enhanced operational efficiency, reduced cost of operation, and transformation of human resource department into an organization's strategic partner. As a result, many organizations have resorted to using e-HRM not only to gain a competitive advantage over their competitors and increase organizational efficiency but also to improving organizational performance (Bissola & Imperatori, 2014). Today, e-HRM practices are widely used across the world. Most organizations, mainly the multinational corporations, have adopted the digital human resource management system intending to attain a certain level of efficiency and effectiveness. According to Bondarouk, Parry and Furtmueller (2017), most companies in Europe and the United States have either or partially adopted the e-HRM, depending on their side and line of business.

In Kenya, many organizations have adopted the e-HRM practices in the last four decades. The increased internet usage also fuels the adoption of the e-HRM by Kenya's organizations in the country during the last five years. A report released by the International Data Corporation (IDC), Kenya was ranked Africa's fourth highest internet consumer and seventh in the e-commerce index (Business Daily, 2019). However, as explained by Aruwa, (2016), only large organizations and multinational corporations such University of Maryland Programs, World Bank, Price Waterhouse Coopers, and Kenya Revenue Authority have

fully adopted the e-HRM practices in their organizations. It is for this reason that the researcher selected University of Maryland Programs as the case study.

The effectiveness of E-HRM and its contribution to the organizational performance can easily be analyzed in isolation, all its dimensions (also called practices of e-HRM). According to Geetha (2017), the practices of e-HRM are e-performance appraisal, e-recruitment and selection, e-compensation management, e-surveillance, e-attendance, e-time management, e-learning and training, and e-leave management. However, this study focused on the four main practices of HR; e-recruitment and selection, e-learning and training, e-performance appraisal and e-compensation management as suggested by Stone *et al.* (2015) who indicated that the commonly used E-HRM practices in non-profit organizations.

E-Recruitment involves the extensive use of digital technology and web-based technology to assist in the recruitment process (Ahmed, 2019). Today, almost all organizations are using various internet platforms, either directly or through the third party to recruit professionals. The vacancies are floated on multiple online platforms, where job applicants are allowed to fill in the forms electrically and upload their resumes saving cost and time (Patel & Dhal, 2017). The systems then rank applicants automatically according to their qualifications, skills, GPA, experience, et cetera. In Kenya, various third part e-recruitment agencies such as Fuzu, Relief Web International and Brighter Monday are used by the organization to recruit new talents.

E-Selection is a paperless process in which applicants are selected electronically using well-built systems. The e-selection process involves online assessment, online evaluation of applicants' resumes and online interviews where recruiters are able to identify the level of qualification and competency the candidates possess (Stone *et al,* 2015). In many organizations, online aptitude tests are administered for entry level jobs, which is then followed by an electric interview through video conferencing. The process is fast because there is no paperwork involved and can be conducted anytime of the day. However, organizations are pushing for systems like zoom which offers quality audio and video calls for a better interview with candidates (Parker, 2014).

E-Learning involves the use of digital technology to acquire knowledge anytime anywhere. E-learning also involves sharing of information in real-time basis without the limitation of geographical boundary, time or resources (Geetha, 2017). Some of the practices used in training process includes virtual classrooms, self-places learning modules, web conferencing and professional networking. With globalization being the order of the day for large corporation, e-learning has become the most suitable option of training and learning. Research shows that 40 % of organizations training activities are online. In addition, e-learning led to organizational effectiveness, workforce agility, creating convenience and reducing cost and time (Miller, 2012) In this study, the effectiveness of e-learning was assessed by the amount of time saved, employee productivity and the reduced travel expenses.

E-Compensation involves the use of software practices to model the salary structure of employees as well as cash and no-cash compensation plans to strategically drive organizational performance (Stone *et al,* 2015). With an online compensation practices, managers produce compensation report instantaneously for the employees, making it a valuable employee retention tool. This has led to agile workforce. Reports have shown that

90% of organizations use systems for compensation planning and processes (Institute for Management and Administration, (IOMA, 2011). The reason behind this is to minimize administrative costs and time by automating and designing compensation systems and as a result it has led to organizational flexibility (Society for Human Resource Management [(SHRM, 2007).

E-Performance appraisal is the online assessment of employees' ability to perform as per expectations in their job descriptions. Research has shown that organizations use e-Performance appraisal to evaluate the performance and also give feedback (e-PM; Cedar Crestone, 2014). Performance appraisal is one of the HR activities and is often carried out continuously. Using digital technology, organizations significantly reduce the time and workload of conduction a performance assessment task. Moreover, managers can integrate organizational objectives, strategies, and practices with the performance management system with the help of IT systems. Some of the available e-performance appraisal practices are Telus E-Performance practices, E-Performance Appraisal System, and People Soft Enterprise Performance Management Suite (Ahmed, 2019).

E-Performance appraisal has several benefits over the conventional performance appraisal systems. First, with the e-performance appraisal system, managers spend less time an effort in conducting performance reviews as a result the organization is able to stay effective (Njeje, Chepkilot & Ochieng, 2018). As a result, managers can devote more time to other strategic functions of their respective organizations. Secondly, e-performance reviews enhance organizational productivity. Since all the corporate features are integrated within one system, the management can quickly evaluate every employee's contribution to organizational growth (Dulebohn & Johnson, 2013).

Organizational performance can be seen as the firms' ability to meet their expectations and desired long term and short-term goals by registering consistent profits (for profit-making companies) and solving their inherent business uncertainties satisfactorily (Roman *et al.,* 2012). An organization's ability to surpass its expectations is in itself a competitive edge and sustainable performance and is associated with various factors that relate to finance, production, and favorable market development. These factors also refer to the employees, and the organization's planning capacity, methods, and policies as well as the organization and control of the firm. On the other hand, the performance of a firm can be defined as an ability to form, maintain and increase their capacity to meet the desired long term and short term goals of a form, with respect to three groups of sequential strategies: environmentally related strategy, customer focus strategies and competitor reaction strategy (Fraj, Matute & Melero, 2015). According to Roman *et al.* (2012), the palpable anticipation of the market trends and adjusting supply concerning the market speculation to outperforms rivals in the same market.

Performance and firm's competitiveness is a crucial factor for the survival of any organizations. Organizations must set their priorities right, setting aside options of varying importance to the market demands. Managers must also establish factors that ensured success in the previous years and those that support the business now to develop elements that will influence the success of their respective firms in the future (Roman *et al.,* 2012). Although the input of the organizational management is critical in the performance of any organization, the economic environment must also be favorable enough to allow faster accumulation of capital and adequate supply of special skills.

Conventionally, organizational performance is measured using four main factors. The first factor relates to organizational productivity and quality of products and services which relates to the ability of the firm to produce the desired level of products and within the specified and expected standards by customers and other stakeholders. Wesarat, Sharif and Majid (2015) indicates that the productivity and quality of services or products is expressed as a function of employees ability to complete the task in a timely manner, within the required specified quantity and quality standards that best meet the expectations of customers and the firm expectation in terms of expected long term output relative to actual output.

The second factor relates to the workforce agility which according to Al-kasasbeh *et al.* (2016) relate to timely reconfiguration of workforce so that they can be able to adopt to the changing conditions through proactive and adaptive behavior. Specifically, agility has its basis on inclination towards learning, level of knowledge and difference in organization support activities that should mainly be focused on organization that attempts to be agile. As the workforce as the one that anticipate changes and not machines, and thus, through the implementation of e-HRM practices such as e-training, they are able to contribute to the overall organizational performance via their gained ideas, knowledge, collaboration and judgement (Alavi & Abd,Wahab, 2013).

The third factor that is used in measuring the organizational performance is organizational effectiveness. Sowa et al. (2004) assessed the framework of organizational effectiveness and came up with a model that would capture the two dimensions of non-profit organizational effectiveness in terms of program and management effectiveness. While the management effectiveness is found by Zimmermann and Stevens (2006) to relate to how effective the management i.e. the human resource management is effective in executing their managerial duties, the program effectiveness relates to how well non-profit humanitarian organizations are able to execute the programs in cost effective manner that satisfy the stakeholders such as donors and the recipient of the services.). The whole idea of organizational effectiveness is not only to remain relevant in the market but also to become the most dominant force. In the non-profitable organization such as non-governmental organizations (NGOs) compete for donor funds and have to remain relevant and competitive in order to earn donors' trust (CDC Foundation donor report, 2017).

Lastly, organizational flexibility was also used by Beamon and Balcik (2008) in measuring the organizational performance especially in relation to non-profit humanitarian organizations. According to Beamon and Balcik (2008), one key challenge faced by humanitarian organization's is that although they have a vision and specific stipulated goals that shows the number of people in need of humanitarian aid, in real life situation, it is hard to know if the number of people in need of medical aid will be high or low. For this reason, Beamon (2004) was of the view that the ability to flexibly adjust to meet the increasing or decrease in demand for such aid is a good measure of non-profit humanitarian organizations.

Organizations have established EHRM practices that to gain a superior performance over their counterparts, they must have a vibrant, competent, and dedicated labor force. As a result, many organizations have focused their attention on having effective and efficient human resource management systems. According to Noe, Hollenbeck, Gerhart and Wright, (2017), there are three critical steps that human resource management takes to increase organizational performance. First, organizations strive to create workforce agility. In a

research conducted by Wesarat, Sharif and Majid (2015) on employee satisfaction, the researchers found that motivated employees are more productive and able to meet the changing demands of work thus are able to achieve their objectives. Therefore, managers, particularly human resource management, need to address all employee concerns before they get out of hand. In another study, Dasgupta, Suar and Singh, (2014) established a significant correlation between employee engagement and organizational productivity. E-HRM system provides a quick and easy way of addressing all employee concerns. Since employees are integrated within the e-HRM practices, they can send their interests electronically as soon as they feel necessary. The HR managers can also address each concern on a personal basis or collectively as analyzed by the system.

Secondly, organizations use modern methods to foster employee engagement and retention. According to a study by Sparrow and Cooper (2014), employee retention has a significant positive correlation with organizational effectiveness. As a result, most organizations are focusing on reducing employee turnover and increasing employee engagement through modern HR methods. One of the most effective ways of increasing employee engagement is the use of e-HRM practices. With the use of technology, HR staffs can monitor employee performance and establish their career goals, work interest, and training needs. Moreover, through the e-compensation system, managers can download reports on current pay grades and plan accordingly. The managers can also use e-compensation methods to enhance workforce agility since employees are able to choose compensation packages equivalent to their job grades. Furthermore, a research study by Aguenza and Som, (2018) found that relationship between employees and their seniors and quality of communication within organization's ranks are among the primary factors influencing employee retention levels, engagement as well as employee commitment. With digital human resource management, communication is seamless, and the proper channel of communication between the organization ranks exists. Moreover, some of the HR functions are devolved to the employees making the employees flexible in carrying out organization's functions.

Thirdly, organizations use modern technology to identify, evaluate, and select talents that would give them ability to adapt to change by promoting and enhancing workforce agility. According to Jang, Wang and Lin, (2014), the main reasons for unsuccessful employment relationships and high employee turnover rates is an imperfect selection process. Therefore, modern recruitment methods such as e-selection, e-recruitment, and e-training which are practices of e-HRM, are of great importance to organizations that seek to improve their performance and adapt to change more easily. In conclusion, one of the basic approaches to increasing organizations' performance is through dedicated, committed, and focused workforce. Similarly, employee performance heavily depends on the available HRM practices of an organization. With the introduction of e-HRM, which was introduced in the organizational system to improve HRM functions, it is expected that e-HRM affect organizational performance.

1.1.1 University of Maryland Programs

University of Maryland Programs, Kenya is a nonprofit NGO that was founded in 2004 with a mission to strengthen health systems by partnering with local communities. With its performance, University of Maryland Programs has a total number of 5 projects present in nearly 7 counties in Kenya. It is funded by US Centers for Disease Control and Prevention (CDC), and other donors. University of Maryland Programs is an affiliate of the University

of Maryland, Baltimore (UMB), which delivers UMB's Global Health Program. Since 2004, UMB has successfully collaborated with the government of Kenya through the ministry of Health to address the country's growing HIV and AIDS epidemics. UMB has led efforts to support and strengthen national health systems through strategic international, national, and local collaborations, by the design and implementation of unique education, training, and treatment programs addressing the country's complex HIV/AIDS epidemics (UMB newsletter, 2018).

UMB has managed to receive a bigger share of the donors' funds, CDC to support public health over the years (CDC Kenya Annual Report, 2018). In Kenya, UMB through the Institute of Human Virology started operations in 2004 under the AIDS Relief Project consortium funded by Presidential Emergency Plan for AIDS Relief (PEPFAR) through HRSA/CDC. This was the beginning of UMB's work in Kenya, which has seen implementation of 11 projects to-date. Its' headquarter is in Nairobi, Kenya with a staffing level of 2360. In order to improve effectiveness and productivity in operations UMB has implemented EHRM practices that supports the need of the staff and partners. The application has e-HRM practices that support recruitment, compensation, leave, attendance, training, performance management, HRM intranet and extranet and a HRM portal (UMB newsletter, 2018).

1.2 Statement of the Problem

In the wake of globalization and IT revolution, competition has become even stiffer, both for-profit and nonprofit organizations. The domestic markets have become depleted, and most organizations are seeking new markets in the emerging economies. Moreover, the increasing desire to have an agile workforce, enhance the productivity of the employees, organizations' effectiveness and flexibility has led to a rise in the number of nongovernmental organizations heightening competition in the NGOs arena, with many organizations striving to impress their donors. Thus, the need to have an efficient and effective HRM is crucial for non-governmental institutions.

Asmuchas EHRM practices has led to quality HR service, it has lowered the interpersonal relationship between managers and their subordinates which is dissatisfying and hinders performance (Stone *et al,* 2015). Many research studies have been conducted to investigate the effects of e-HRM on organizational performance (Mitchell, Obeidat & Bray, 2013; Ahmed, 2019; Al-Hmouze, 2016; Choochote & Chochiang, 2015), organizational development (Al Shobaki, 2017), and organizational outcomes (Iqbal, Ahmad, Raziq & Borini, 2019). However, limited studies have been conducted to examine the effect of e-HRM on organizational performance such as workforce agility, organizations effectiveness, flexibility and its productivity. Furthermore, these studies did not focus on Non-Government organization but tended to focus on profit organizations and public sector institutions as indicated by Noe *et al.* (2017). Thus, in filling the study gap, this study investigates the effect of E-HRM on organizational performance focusing on a non-government organization. According to the NGOs Coordination Board of Kenya, there are over 6,500 registered NGOs in Kenya, making competition for donors funding fiercer higher.

Indeed, there study found little research up to date that has been done on EHRM and its effect on organizational performance in the NGO field. The NGO field is important for a number of reasons. First, they respond to disaster, poverty and related suffering needing

agile workforce that can deal with such hard work environment and improve their adaptively (UN report, 2018). Secondly, they have strengthened both health care systems all over the country with a number of success stories which comes with the need for high productive workforce to do this (UMB newsletter, 2018). With many organizations looking for ways to remain competitive, there is, even more, need investigate whether e-HRM have any effect on organizational performance, particularly on UMB programs a nonprofit organization. This helped provide an understanding on how the E-HRM practices have helped UMB programs to improve the agility of its workforce, organizations productivity, effectiveness and its flexibility.

1.3 Objectives of the Study

   i.   To identify the existing e-HRM practices in UMB, Kenya.

   ii. To examine the level of performance at UMB, Kenya.

   iii. To establish how e-HRM practices contribute to organizational performance in UMB, Kenya.

1.4 Research Questions

   i.   What are the existing e-HRM practices in UMB, Kenya?

   ii. What is level of performance at UMB, Kenya?

   iii. How does e-HRM practices contribute to organizational performance in UMB, Kenya?

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Systems Theory

The systems theory by Hagel (1991) tries to explain the dynamics of complex and dynamic systems. Systems Theory leads onto Systems Thinking that illustrates the need review total system performance and the relationships between systems. Human Resource management systems are plagued with misunderstanding of interdependence versus independence, finite versus limited capacity and strategic versus individual safety (Mikkola, 2011). Every project is a 'system' in that it consists of many interrelated and interconnected parts or elements which must function together as a 'whole'. HR Managers need to be concerned with the 'big picture', and as such, they must be systems thinkers and allocate adequate attention to every part of the project management system (Jim, Shankar & Tim 2012).

Human Resource functions are complex and dynamic in nature. There are many parts and each part can have different states. There can be a great number of connections because of this fact. Each part of the system does influence the whole system in its unique way (Archer & Ghasemzadeh, 2004). This is why, when you change one element there are always side effects. It is necessary to understand how each element fits in the whole scheme of things and how it will impact if we change it. This is what risk management is all about (Müller, Martinsuo & Blomquist, 2008). The Systems Theory postulates that the complex system tries to reach a state of equilibrium and then resists any significant change. This is due to the fact that the parts are connected and their connections define the system properties. But when the change occurs, it can be sudden and dramatic. With complex systems the effect

may not be proportional to the cause. Many a times a small change in key part introduces a dramatic effect in the whole system (Dinsmore & Cooke-Davies, 2006).The systems theory in this study emphasizes on the need to understand the interdependence of E-HRM practices. The theory emphasizes on the need to recognize that a system has a number of interrelated elements and so they whole need each other to function as whole (Jim, Shankar & Tim 2012). This theory forms the foundation of E-HRM as a whole.

2.1.2 Social Systems Theory

In 1956, Ludwig von Bertanlanffy formulated the Social Systems Theory. This theory can be appropriately being viewed as a forte of systems thinking. This theory provides an alternative to hypothetical background of the management of human resources electronically (Ball, 2011). Upon outlining the benefits of applying the social theory as a fundamental hypothetical view, the foundation of this theory is that regarding systems or structures as machines. In organizations with non-enclosed systems, there is a presence of several leaders who are available to absorb information, deliberate on it and then act on it. Entities and subgroups create and exit alliances. Restrictions are non-defined porous and non-stable. However, for the continual existence of the system, there must be a shuffling of resources with the surrounding for continual existence (Beadles-II, 2015).

Modern human resource management robotizes and decentralizes continuous administrative and naturalization practices conventionally undertaken by Human Resource departments of organizations allowing for outsourcing of their non-core duties (Akhtar *et al.,* 2014). Through this, electronic Human Resource Management creates room for substantial cuts in costs related with performing human resource functions in addition to evaluating the significance maintaining core human resource duties. Notwithstanding, electronic Human Resource Management also presents human resource experts recourse to facilitate their input to the strategic vector of the organization (Beadles-II, 2015). The theory is significant to the study due to the fact that First, by robotizing and decentralizing many of the core human resource duties to supervisors, electronic Human Resource Management creates more time for human resource experts to concentrate on crucial strategic duties for instance leadership amelioration and talent nurturing (Kariznoee *et al.,* 2012). Secondly, Human Resource Management offers a chance for the human resource function to act a more decisive part through the fructifying of metrics that can be applied to enhance critical decisions thus boosting the success of an organization and overall organizational performance.

2.1.3 Stakeholders Theory

The term "stakeholder' was first used in 1963 when scholars were trying to refute the fact that organizations management is only responsive to its stakeholders (Friedman & Miles, 2006). In the 1980s, the many scholars embarked on a research to find the best management techniques that would address the common management issues at that time and address the issues of ethics in organizational management (Ackermann & Eden, 2011). Stakeholders' theory the problems of ethics and capitalism can be management by analyzing the relationship between business and the individuals affected by it.

From the perspective of stakeholders' theory, a business is a set of connection between various stakeholders with interest in the industry such as financiers, managers, suppliers, customers, communities and employees (Wagner Mainardes, Alves & Raposo, 2011). The role of the top management is to ensure that these relationships are maintained correctly to

ensure trade value. The executive also has an essential task of resolving disputes and tradeoffs between different stakeholders. The most crucial aspect of stakeholders' theory applied in this study is the comprehensive approach it takes towards stakeholders. The theory suggests that all stakeholders must be treated with the utmost respect and honesty (Friedman & Miles, 2006). This study uses the stakeholder's theory to build on the need to treat all employees with dignity and respect. The theory forms the foundation of the basic principles of human resource management (HRM) practices.

2.2 Empirical Literature Review

In the last five years, several research studies on e-HRM have been published in all parts of the world. Most of the locally published research studies on e-HRM focused on its impact on organizational performance and organizational development. In this section, the researcher samples previous research studies on e-HRM that are strictly related to the topic of study. A study by Daviodi and Fartash (2012) focusing on impact of E-HRM on performance of nonprofit organization noted significant impact on organizations. Whereas the organization success in their performance and competitive edge were some of the impacts noted in this study, the study also showed statistically significant relationship between e-HRM and organizational performance in terms of productivity, efficiency and effectiveness. Daviodi and Fartash (2012) indicated that these organizational performances were essential indicators of success of non-profit organizations. However, the study did not focus on humanitarian organizations such as University of Maryland Programs.

Another study conducted by Olivas-Lujan et al. (2007) among Mexican NGOs implementing e-HRM aiming at finding out the impact of the E-HRM tools on organizational performance and gaining global competitiveness found that the organizations in this sector were able to be more flexible in responding to changes in the stakeholder needs and were even able to achieve their strategic goals more effectively. However, this study did not show the different specific E-HRM practices that are implemented by these NGOs.

A study conducted by Al-Hmouze (2016) on the impact of the Electronic Human Resource Management (e-HRM) application on Organizational Performance, concluded that E-HRM plays a pivotal role in the employee motivation to ensure that all employees complete their tasks as schedules leading to quality delivery of services, which in turn increases customer satisfaction and retention. It also established that E-HRM application has a positive impact on organizational efficiency whereby the responsibility of implementing e-HRM is shared between HR staff, employees and managers. However it did not address the fact that EHRM applications enhances organizational performance and the performance measures used in the current study were not included in the empirical study by Al-Hmouze (2016).

A study conducted by Atallah (2016) on the effect of e-HRM on Organizational Development concluded that E-HRM has a positive impact on organizational growth and that it contributes to the realization of organizational objectives. It also established that there is a strong positive correlation between E-HRM and organizational development and E-Selection and e-recruitment have a direct impact on organizational development. However the study did not address the fact that E-HRM enhances organizational performance.

A study conducted by Bharti (2015) on the impact of electronic human resource management system on organizational performance concluded that E-HRM system is

extensively used in both public and private banks and that it increases the efficiency and effectiveness of the HR department in the banking sectors. However the study did address the fact that E-HRM enhances organizational performance.

A study conducted by Georgios (2014) on the influence Human Resource Management on performance of a manufacturing industry found that manufacturing companies pursuing best Human Resource Management practices accomplish higher performance through the interface of these practices with Knowledge Management and organizational learning capability and the conception of OC. However the study did not investigate the need of E-HRM to perform these functions better.

A study conducted by Findikli and Bayarçelikb (2015) on the outcomes of Electronic Human Resource Management on organizational performance in the leading firms in Turkey concluded that E-HRM manage time, reduces administration costs and also efficient to access personal data. Electronic Human Resource Management condensed organizational expenses, improved better and quicker communication between manger and employees reduced the considering time for Electronic Human Resource usage in institutions. However the study did not address the fact that EHRM contribute to organizational performance.

A study conducted by Alwis (2014) on the influence of Electronic Human Resource Management on Human Resource managers concluded that Electronic Human Resource Management has strategized Human Resource Management to four functions; responsibility of Change Agent, Employee Champion, Strategic Partner, and Administrative Expert in order. However the study did not align E-HRM to overall organizational performance.

A study conducted by Naeini (2015) on Electronic Human Resource Management commencement using perception maps to illustrate the relation between Human Resource Management and IT through time in Iran University of Science and Technology established that the influence of the Electronic Human Resource Management field provides a holistic and clear understanding by addressing all the related phenomena concerning Electronic Human Resource Management. It can also help forecast and overcome the difficulties that might happen during institutionalization. However, the study did not align E-HRM to organizational performance.

A study conducted by Tansley *et al,* (2014) on the effects of Electronic Human Resource Management on organizational performance concluded that E-HRM is a potential solution and that it enables Human Resource sections to analyze and store data to increase workforce data flows, to devolve many tedious administrative and compliance roles. However the study did not address the fact that E-HRM effect organizational performance.

A study conducted by Rahman, (2014) on information systems and technology on organizational agility, intelligence and resilience concluded that technology enables an organization to quickly adapt to the changing world and that the ability of organizations to quickly adapt has pushed for profitability and competence. However the study did not specify the particular systems involved. According to a study conducted by Sinha and Mishra, (2014) on e-HRM on an empirical study in Indian organizations established that private organizations have successfully implemented e-HRM practices compared. However, the study did not investigate whether the e-HRM practices implemented has marked positive changes in the industry.

According to a study conducted by Eneizan, Mostafa and Alabboodi, (2018) on the effect of technical support and trust on adoption of e-HRM established that the ease of use of e-HRM is upon the attitude of the user and the usefulness of the system. However, the study did not investigate whether the successful implementation of e-HRM has impacted the organization performance. According to a study conducted by Abbasi, Tabatabaei and Labbaf, (2016) on the future changes of ICT in Human resource management established that ICT will greatly change the HR profession. However, the study did not specify how these changes will impact organizations.

Finally, the study by Beamon and Balcik (2008) investigating the performance measurement in humanitarian relief chains. The study found that the key measures of performance of Humanitarian organization performance included productivity, Organizational effectiveness and flexibility. Although the study gives insight to the measures of performance of NGOs, the study did not measure how the organizational performance in terms of the measures they highlighted is impacted by E-HRM tools.

Data security remain to be a major issue in information technology and systems. Data security involves the protection of data in computer systems against unauthorized interruption or transfer that may be of bad intention. This requires data control whereas there is enforcement of data and programs that can be lost in various ways like computer crashes, viruses (Al Shobaki *et al.,* 2017). Data security principles involves integrity, availability and confidentiality etc. With the rise of cloud computing, there has been capability to store large volume of data that need to be accessed and used from time to time enhancing EHRM practices. As much as this data is available readily it needs to be protected from unauthorized users. Organizations need to ensure that the rights of access are issued to the authorized users only. Creation of passwords was a foundation of data security. Organizations have embraced unique passwords that are changed monthly. Encryption is also another way of protecting data by securing transmission of files. It has programs like Safehouse that is an encryption software. Organizations have also worked towards equipping their data systems with data backups. Data is back up from time to time to a different system in a different location such that it can be accessed when need be (Carusi & Reimer 2010).

Many NGOs rely on donor funding and therefore there is no guarantee of financial sustainability. It is noted that most organizations usually have advanced their activities from time to time with minimal resources to do the work. Financial constraint is the lack of funds that NGO undergo when performing their activities. Accessing donors become a problem since there are other competent organizations competing for the same funds. Usually donors like CDC check on an organizations performance before issuing a grant, therefore most organizations work tirelessly to ensure that the money they receive is well accounted for is used strictly for the intended purpose. As a result, organizations are not able to fully implement EHRM practices or even hire software engineers who can be able to maintain the system to ensure it is functioning correctly with minimal systems downtime.
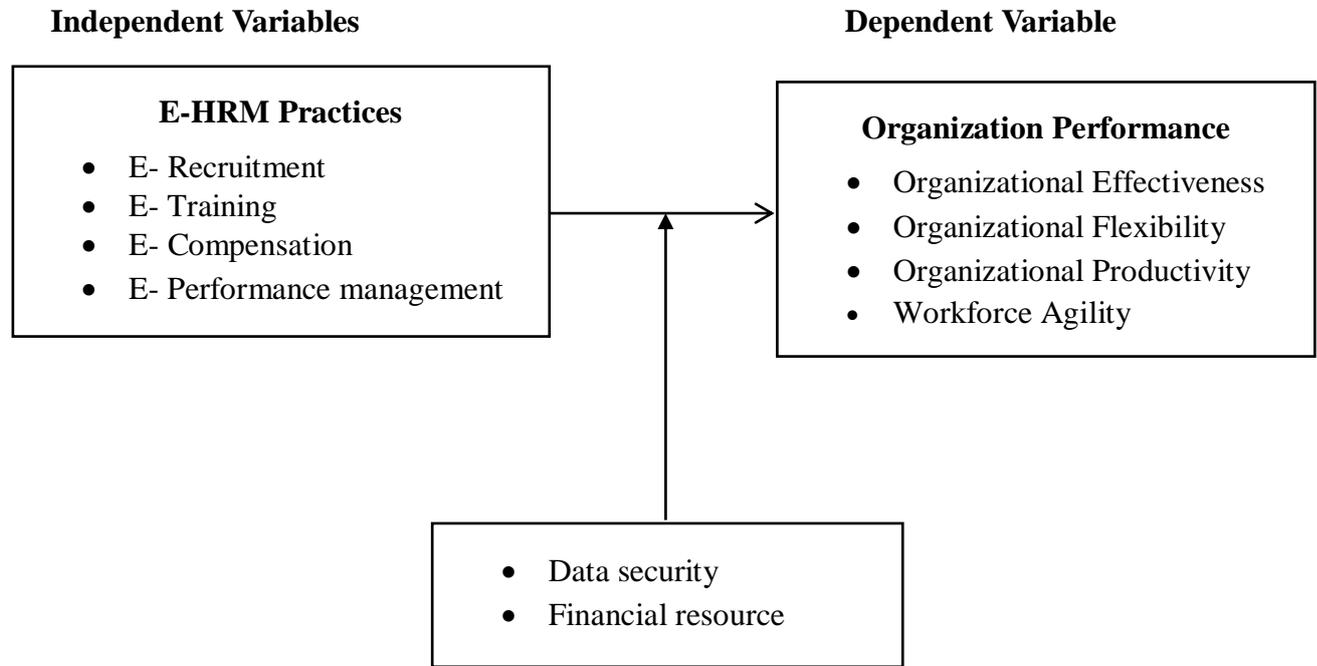
2.3 Conceptual Framework

Independent Variables   **Dependent Variable**

```
┌──────────────────────────────┐          ┌──────────────────────────────┐
│        E-HRM Practices       │          │   Organization Performance   │
│                              │          │                              │
│   • E- Recruitment          │──────────▶│   • Organizational Effectiveness │
│   • E- Training             │          │   • Organizational Flexibility │
│   • E- Compensation         │          │   • Organizational Productivity │
│   • E- Performance management│          │   • Workforce Agility        │
└──────────────────────────────┘          └──────────────────────────────┘
                                    ▲
                          ┌──────────────────────┐
                          │   • Data security    │
                          │   • Financial resource│
                          └──────────────────────┘
```

Figure 1.0: Conceptual Framework

Source: Author (2019)

3.0 Research Methodology

The objective of this study was to explain in detail the current state and the effects of e-HRM practices in organizational performance in UMB. This research is descriptive since it covered the case of UMB in particular and also obtain findings from a sample participant on the effects of e-HRM practices on organizational performance. The study population was 2360 employees of UMB, Kenya (UMB Human Resource, 2019).The target population that was used were employees based in Nairobi County consisting of 428 employees. This study adopted the stratified random sampling technique (Mugenda & Mugenda, 2008). A sample size of between 10% and 30% was chosen as recommended by Mugenda and Mugenda (2003). A sample size of 107 was used for this study. This was 25% of the target population. Primary data was used where the researcher will collect data by use of questionnaires.   A researcher can adopt a number of methods of data collection which ranges from questionnaires, observation forms and interview guides (Cooper and Schindler, 2004). Other methods of data collection include telephone surveys, content analysis and focus groups. According to Mugenda and Mugenda (2003) the instrument used for data collection should be reliable and capable of producing consistent outcomes.

The researcher gave the participants some time like one week to fill the questionnaires. It was also important for the researcher to give the participants enough time to fill the questionnaires. The researcher also shared contact details with the participants so that he

remains available for queries and other arising issues. Later on the researcher picked the questionnaires and also confirm whether they were filled correctly. In analyzing the practices of e-HRM practices, the measures of organizational performance as well as the demographic information and general information on how e-HRM practices effect organizational performance, descriptive statistics were used. This generated information in form of frequencies and percentages and were presented in figures and frequency tables. Finally, to understand the effect of e-HRM practices on organizational performance, Pearson correlation was used. This was to co-relate the variables of organizational performance with e-HRM practices helping understand the level of effect of the practices on organizational performance.

4.0 Data Presentation, Analysis and Interpretation

Table 1 presents the results on the usage of electronic human resource management.

Table 1: e-HRM Used in the Organization

E-HRM Used	Aware		Not-Aware	
	Frequency	Percent	Frequency	Percent
e-Recruitment	86	88.7	11	11.2
e-Training	81	83.5	16	16.5
e-Compensation	80	82.5	17	17.5
e-performance	79	81.4	18	18.6

The results in Table 1 showed that 86(88.7%) respondents were aware that e-recruitment practice was used in the organization. Also, 81(83.5%) participants were aware that e-training practice was used in UMB as opposed to 16(16.5%) who were not aware. The e-compensation and e-performance were also being used by UMB as indicated by 80(82.5%) and 79(81.4%) respondents who were aware of the practices respectively. Comparing the awareness of the use of the E-HRM practices at UMB showed that the most use E-HRM practice was e-recruitment, followed by e-training, e-compensation and e-performance respectively. However, the results also indicated high level of awareness of the use of the four practices in the organization. The UMB survey findings agreed with the study by Stone et al. (2015) who indicated that the commonly used E-HRM practices in non-profit organizations were E-Compensation, E-Recruitment, E-Performance Management and E-Training /Learning. The findings imply that in addition to E-Compensation, E-Recruitment, E-Performance Management and E- Training /Learning being used in UMB, a majority of the respondents were aware of the E-HRM practices.

Table 2: Extent to which the Different e-HRM have been implemented

The extent to which different e-HRM practices were implemented	Not at all		To a little extent		To some extent		To moderate extent		To a large extent	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
e-Recruitment	4	4.1	6	6.2	8	8.2	16	16.5	63	64.9
e-Training	2	2.1	3	3.1	5	5.2	27	27.8	60	61.9
e-Compensation	3	3.1	7	7.2	6	6.2	22	22.7	59	60.8
e-performance	1	1.0	9	9.3	13	13.4	19	19.6	55	56.7

The results presented in Table 2 found out that e-recruitment e-HRM practice was implemented to a large extent as indicated by 63(64.9%) respondents as opposed to 16(16.5%) and 8(8.2%) participants who indicated moderate and some extent respectively. E-training E-HRM practice on the other hand was implemented to a large extent as indicated by 60(61.9%) of the participants. However, 27(27.8%) participants indicated moderate extent to which e-training practice was implemented but only 2(2.1%) indicated no extent. There was a large extent to which e-compensation E-HRM practice was implemented as indicated by 59(60.8%) participants as opposed to only 22(22.7%) and 6(6.2%) participants who indicated moderate and some extent. The e-performance practice was also implemented to a large extent as indicated by 56(56.7%) participants. However, while 19(19.6%) indicated moderate extent to which e-performance practice was implemented, only 13(13.4%) and 9(9.3%) participants indicated some and little extent respectively. These findings imply that generally, there was a large extent to which E-recruitment, E-training, E-compensation, and E-performance E-HRM practices were implemented at UMB.

The findings from the UMB survey agreed with former literature showing large extent of the implementation of E-HRM practices. For instance, Saks and Uggersley (2010) indicated that e-recruitment has largely been implemented as a way of attracting scarcely talented employees in employees in the organization. Vucetic (2012) also noted that with availability of technology, e-recruitment has been used to recruit best talent and search of talent widely. Kamau (2014) on the other hand indicated that e-training has been employed widely in identifying the skills and knowledge that are required for a particular job where human resource development is integrated to offer training and development, career development and organizational development as a whole. These findings by Kamau (2014) were in line with the current study on UMB and Lorenzetti (2013) that indicated that e-learning/training was largely employed due to its benefits such as effective in knowledge transfer, enhance development in professionals, minimize cost, value for money is realized, flexible and can be accessed globally.

Furthermore, the study by Bhattacharyya (2017) supported the survey on UMB indicating that organizations are greatly employing e-performance management with the goal to integrate strategic goals and objectives of the organization through the system which has brought transparency in performance appraisals and ability to shows the performance measures, indicators and activities in a faster way compared. These findings were also supported by Odhiambo and Kamau (2013) who indicated that general view of the e-performance management system indicating that it has pushed for great company performance, which has led to high profits hence performance. The study further revealed that this system has increased motivation among employees, they are highly committed and productive, and increasing flexibility which all have contributed to organizational effectiveness.

Supporting the argument of the large extent to which UMB had employed e-compensation, IOMA (2011) agreed that the use of e-compensation was greatly becoming common due to its ability to reduce time and cost involved in planning designing salary scale, payrolls and other rewards and communication of the same. Stone (2011) also discussed in agreement with UMB study that although it is not clear yet whether e-compensation greatly motivate and retain employees since the system bases on the salaries and other benefits whereas employees are diverse and have different need like time off with their families the e-compensation has been widely employed due to its ability to help in increasing efficiency and reducing the cost of running an organization.

The finding from the former literature review and current study in UMB were in agreement that there was large extent to which E-HRM practices such as E-recruitment, e-training e-performance and e-compensation were employed. The results therefore imply that e-recruitment, e-training, e-performance and e-compensation were implemented at large extent in UMB.

Table 3: Organizational Performance Indicators

Organizational performance Indicators	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Organizational flexibility	1	1.0	5	5.2	44	45.4	39	40.2	8	8.2
Organizational effectiveness	3	3.1	5	5.2	22	22.7	53	54.6	14	14.4
Organizational productivity	4	4.1	5	5.2	28	28.9	45	46.4	15	15.5
Workforce agility	5	5.2	6	6.2	13	13.4	47	48.5	26	26.8

The respondents, 44(45.4%) were unsure (neutral) on whether UMB had enhanced its flexibility over the years compared to 39(40.2%) participants who agreed and 8(8.2%)

participants who strongly agreed that UMB had enhanced its flexibility over the years. These findings imply that the organizational flexibility had been enhanced over the years.

The results also showed that UMB had increased its effectiveness in the NGO world as agreed and strongly agreed by 53(54.6%) and 14(14.4%) respondents respectively compared to 3(3.1%) and 5(5.2%) respondents who disagreed and strongly disagreed respectively. The level productivity of employees had increased at UMB as agreed and strongly agreed by 45(46.4%) and 15(15.5%) respondents respectively. This is opposed to only 4(4.1%) and 5(5.2%) respondents who disagreed and strongly disagreed respectively while 28(28.9%) respondents were neutral. Finally, employees at UMB were agile, this statement was agreed and strongly agreed by 47(48.5%) and 26(26.8%) respondents respectively as opposed to only 6(6.2%) respondents who disagreed. The results imply that UMB was performing in terms of productivity, effectiveness and employees agility as indicated by the respondents.

The UMB survey findings were in agreement with the former studies by Kabir and Carayannis (2013) who indicated that the organization performance can be indicated through ability to meet their expectations and desired long term and short-term goals by registering consistent profits (for profit-making companies) and solving their inherent business uncertainties satisfactorily. Furthermore, Beamon (2004), Sowa (2004) and Beamon and Balcik (2008) agreed that some of the key indicators of organisational performance are flexibility, workforce agility, high levels of productivity and effectiveness which the current UMB survey found to measure.

These findings show that as a results of implementing e-HRM practices, the organizational performance had improved. Indeed, Hill and Alexander (2017) argued that best performance indicator as a result of implementing E-HRM would be employees' agility as it measures the workforce flexibility in meeting the changing demands of the customers in need of humanitarian aid. Chalhoub (2009) discussions on the other hand aligns with the survey findings at UMB which found organizational effectiveness to measure best the organizational performance as a result of E-HRM practices given that the program effectiveness shows how effective the organization is to executing the stated programs directed towards the people in need of humanitarian aid. It was added by Werker and Ahmed (2008) that While it is possible to execute these programs, what differentiates effectiveness in program execution and non-effectiveness is ability of the organization to complete the programs within the stated costs or cost effective manner and the stipulated time to ensure more stakeholders such as donor and customers in need of humanitarian aid satisfaction.

In relation to organizational productivity, Data *et al.* (2015) had similar findings indicating that there are unique opportunities created by the E-HRM that allows employees to enhance their capabilities, and therefore contributes to overall organisational productivity and success. The basic goal of E-HRM practices was also found by Ruel and Van der Kaap (2012) to be associated with improving the productivity of employees instead of improving the use of technology. Therefore, the findings imply that the indicators of organisational performance at UMB as a result of E-HRM practices implementation were employees' agility, productivity, effectiveness and organisational flexibility. However, the employees held neutral opinion when it came to organizational flexibility implying that flexibility was not used as indicator of performance at UMB as a result of E-HRM implementation.
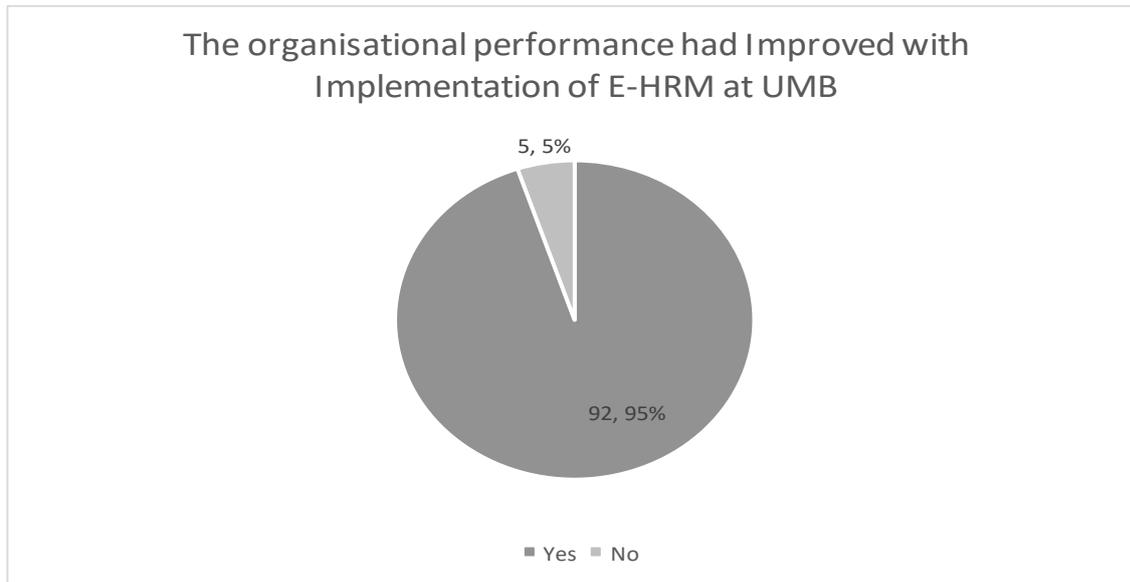
Figure 2: Improvement of Organizational Performance due to e-HRM Implementation

The results in Figure 2 showed that the organizational performance at UMB had improved as a result of E-HRM implementation as noted by 92(95%) respondents compared to only 5(5%) respondents who had different view about the improvement of performance. From these findings, it is evident that the implementation of E-HRM led to improvement of performance of UMB which the section that follows measures the key aspects of performance that had improved.

Table 4: Effect of e-HRM Practices on Organizational Flexibility

Effect of EHRM practices on Flexibility Improvement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
e-recruitment has helped the organization improve Flexibility	1	1.0	6	6.2	7	7.2	64	66.0	19	19.6
e-training has helped the organization improve flexibility	1	1.0	3	3.1	19	19.6	45	46.4	29	29.9
e-compensation has helped the organization improve flexibility	3	3.1	9	9.3	16	16.5	59	60.8	10	10.3
e-performance has helped the organization improve flexibility	2	2.1	--	--	23	23.7	43	44.3	29	29.9

The results in Table 4 indicated that e-recruitment helped the organization improve Flexibility as agreed and strongly agreed by 64(66.0%) and 19(19.6%) respondents. This is opposed to only 6(6.2%) and 1(1%) respondents who disagreed and strongly disagreed. E-training has helped the organization improve flexibility as agreed by 45(46.4%) and strongly agreed by 29(29.9%) participants compared to only 19(19.6%) respondents who were unsure/neutral. It was agreed by 59(60.8%) and strongly agreed by 10(10.3%) respondents that e-compensation helped the organization improve flexibility.

Finally, the results showed that 43(44.3%) and 29(29.9%) respondents agreed and strongly agreed that e-performance helped the organization improve flexibility as opposed to only 2(2.1%) respondents who disagreed. The findings imply that the implementation of e-recruitment, e-training e-compensation and e-performance E-HRM practices improved the flexibility of UMB. These findings aligned with the former studies that had similar results. The study by Thevanes and Arulrajah (2017) found that the goal of E-HRM is to ensure that through different e-HRM tools such as e-training and e-performance management they are able to ensure employees flexibility and overall organizational flexibility to meet such changing demands especially when the demand for humanitarian aid and activates exceled the budgeted aid. The study by Sowa *et al.* (2004) also found e-HRM practices to ensure that the flexibility of humanitarian organizations improve and adjust to meet the increasing or decrease in demand for such aid is good measure of non-profit humanitarian organizations. Other studies such as Beamon (2004) and Calzolari and Denicole (2013) argued in agreement with the results from the UMB study that the organizational flexibility improved with the implementation of different E-HRM practices.

Table 5: Effect of e-HRM Practices on Organizational Effectiveness

Effect of EHRM practices on reorganizational effectiveness Improvement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
e-recruitment has helped the organization improve its effectiveness	1	1.0	--	--	8	8.2	70	72.2	18	18.6
e-training has helped the organization improve its effectiveness	2	2.1	5	5.2	20	20.6	25	25.8	45	46.4
e-compensation has helped the organization improve its effectiveness	--	--	4	4.1	15	15.5	63	64.9	15	15.5
e-performance has helped the organization improve its effectiveness	2	2.1	2	2.1	34	35.1	36	37.1	23	23.7

The results in Table 5 showed that e-recruitment helped the organization improve its effectiveness as agreed by 70(72.2%) and strongly agreed by 18(18.6%) respondents, compared to only 8(8.2%) respondents who were neutral and 1(1%) who strongly disagreed. The number of respondents who strongly agreed and agreed that e-training helped the organization improve its effectiveness were 45(46.4%) and 25 (25.8%) respectively. This is opposed to only 5(5.2%) and 2(2.1%) respondents who disagreed and strongly disagreed respectively. e-compensation helped the organization improve its effectiveness as agreed by 63(64.9%) and strongly agreed by 15(15.5%) participants. However, the survey found that while 15(15.5%) participants were neutral that e-compensation helped the organization improve its effectiveness, 4(4.1%) disagreed. Finally, e-performance helped the organization improve its effectiveness as agreed and strongly agreed by 36(37.1%) and 23(23.7%) respondents respectively. These findings implied that the implementation of e-recruitment, e-training, e-compensation and e-performance E-HRM practices by UMB had helped improve the organizational effectiveness.

The UMB findings agreed with former study's findings such as Zimmermann and Stevens (2006) who agreed that the human resource worked collaboratively with other department to ensure that the operations of the organization were smooth and were directed towards achieving the strategic goals of the NGO through the use of E-HRM practices. Werker and Ahmed (2008) also agreed that implementation of E-HRM practices provided the ability of the organization to complete the programs within the stated costs or cost effective manner

and the stipulated time to ensure more stakeholders such as donor and customers in need of humanitarian aid satisfaction. Indeed, Hmouze (2016) suggest that for e-HRM to meet all its goals, all the departments in the organization must be flexible, effective and efficient and must align themselves to the strategic goals of the organization.

Table 6: Effect of e-HRM Practices on Workforce Agility

Effect of EHRM practices on workforce agility Improvement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
e-recruitment has helped the organization to enhance its workforce agility	4	4.1	4	4.1	6	6.2	75	77.3	8	8.2
e-training has helped the organization to enhance its workforce agility	2	2.1	--	--	31	32.0	49	50.5	15	15.5
e-compensation has helped the organization to enhance its workforce agility	2	2.1	3	3.1	15	15.5	59	60.8	18	18.6
e-performance has helped the organization to enhance its workforce agility	5	5.2	5	5.2	15	15.5	41	42.3	31	32.0

The results in Table 6 indicated that e-recruitment helped the organization to enhance its workforce agility as agreed and strongly agreed by 75(77.3%) and 8(8.2%) respondents. This is opposed to only 4(4.1%) and 4(4.1%) respondents who disagreed and strongly disagreed. E-training has helped the organization to enhance its workforce agility as agreed by 49(50.5%) and strongly agreed by 15(15.5%) respondents compared to only 31(32.0%) respondents who were unsure/neutral. It was agreed by 59(60.8%) and strongly agreed by 18(18.6%) respondents that e-compensation helped the organization to enhance its workforce agility. Finally, the results showed that 41(42.3%) and 31(32.0%) respondents agreed and strongly agreed that e-performance helped the organization to enhance its workforce agility as opposed to only 5(5.2%) respondents who disagreed. The findings imply that the implementation of e-recruitment, e-training e-compensation and e-performance E-HRM practices to enhance workforce agility at UMB.

The UMB survey findings also agreed with former studies such as Al-kasasbeh et al. (2016) who agreed that resilience is an attribute of an agile workforce that relates to ability of

employees to show the effective functioning under stress in an environment that is ever-changing and can be improved with the implementation of E-HRM practices. Imperator (2017) supporting the findings by Al-Kasasbeh *et al.* (2016) and the current study carried out at UMB were of similar view that when employees are equipped with desired skills through e-training, well compensated and rewarded on the basis of well-structured practices of e-performance management, then they tend to work well even under hard environment because such workforce tend to be more agile than one that is not well trained, compensated or even their performance being managed rationally.

Table 7: Effect of e-HRM Practices on Organizational Productivity

Effect of EHRM practices on productivity Improvement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
e-recruitment has helped the organization improve organizational productivity	7	7.2	3	3.1	12	12.4	44	45.4	31	32.0
e-training has helped the organization improve organizational productivity	6	6.2	5	5.2	17	17.5	56	57.7	13	13.4
e-compensation has helped the organizational productivity	3	3.1	5	5.2	7	7.2	54	55.7	28	28.9
e-performance has helped the organization improve organizational productivity	5	5.2	6	6.2	23	23.7	41	42.3	22	22.7

The results in Table 7 showed that e-recruitment helped the organization improve organizational productivity as agreed by 44(45.4%) and strongly agreed by 31(32.0%) respondents, compared to only 12(12.4%) respondents who were neutral and 7(7.2%) who strongly disagreed. The number of respondents who strongly agreed and agreed that e-training helped the organization improve organizational productivity were 56(57.7%) and 13(13.4%) respectively. This is opposed to only 5(5.2%) and 6(6.2%) respondents who disagreed and strongly disagreed respectively. E-compensation helped the organization improve organizational productivity as agreed by 54(55.7%) and strongly agreed by 28(28.9%) participants. However, the survey found that while only 7(7.2%) participants were neutral that e-compensation helped the organization improve organizational productivity, 5(5.2%) were disagreed. Finally, e-performance helped the organization improve organizational productivity as agreed and strongly agreed by 41(42.3%) and 22(22.7%) respondents respectively. These findings implied that the implementation of e-

recruitment, e-training, e-compensation and e-performance E-HRM practices by UMB had helped improve organizational productivity.

The UMB findings agreed with former study's findings such as Data et al. (2015) whose findings indicated that there are unique opportunities created by the E-HRM that allows employees to enhance their capabilities, and therefore contributes to overall organizational productivity and success. The basic goal of E-HRM practices was also found by Ruel and Van der Kaap (2012) who also had similar findings to UMB Study that some existing literature have suggested that value creation of E-HRM relates directly with the extent to which the practices are used. Such Literature include Sinayei and Marizaei (2012) study which concluded that the productivity of the workforce and that of employees improve with the level of employment of E-HRM practices.

Table 8: Relationship between e-HRM Practices and Organizational Performance

Effect of E-HRM practices on organisational Performance		E-Recruitment	E-Training	E-Compensation	E-Performance
UMB has enhanced its flexibility over the years	Pearson Correlation	-.055	.086	.059	.065
	Sig. (2-tailed)	.590	.403	.564	.529
	N	97	97	97	97
UMB has increased its effectiveness in the NGOS world	Pearson Correlation	-.116	.156	-.016	.204[*]
	Sig. (2-tailed)	.258	.128	.878	.046
	N	97	97	97	97
The level productivity of employees has increased at UMB	Pearson Correlation	.060	-.008	-.015	.153
	Sig. (2-tailed)	.560	.939	.882	.135
	N	97	97	97	97
The employees at UMB have been agile	Pearson Correlation	.062	-.019	.182	.038
	Sig. (2-tailed)	.543	.851	.074	.711
	N	97	97	97	97

*. Correlation is significant at the 0.05 level (2-tailed).

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

Pearson Correlation analysis carried out was to investigate if there was statistically significant relationship between E-HRM and organisational performance at UMB. According to Ott and Longnecker (2015), a statistically significant relationship existed if the P Value (Sig. 2-tailed) was less than 0.05 i.e. ($P<0.05$).

Based on the interpretation above and the results in Table 8, it is evident that only e-training and e-performance had statistically significant relationship with organizational performance variables. However, it is not all the organizational performance variables that had relationship with the e-training and e-performance variables. Specifically, the e-training was found to have a positive relationship of 0.212* with aligning goals set towards

organizational productivity (P<0.05 at 0.037). The e-performance on the other hand had positive relationship of 0.258 of attracting diverse donors at UMB over the years (P<0.05 at 0.011), and increasing the effectiveness in the NGO by 0.204 (P<0.05 at 0.046. All the other variables showed no relationship.

Although the current study findings agreed with the findings by Daviodi and Fartash (2012) on existence of statistically significant relationship between e-HRM and organizational effectiveness the study on UMB found no relationship with productivity and flexibility found in Daviodi and Fartash (2012) studies. The UMB study also disagreed with the findings by Atallah (2016) which indicated a strong positive correlation between E-HRM and organizational development and E-Selection and e-recruitment have a direct impact on organizational development.

Table 9: Data Security and Financial Resource

Data Security and Financial Resource	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Data security has enhanced the effect of e-HRM on organization performance	2	2.1	2	2.1	7	7.2	60	61.9	26	26.8
Financial resource has hindered the effect of e-HRM on organization performance	28	28.9	45	46.4	13	13.4	8	8.2	3	3.1

The results in Table 9 showed that data security has enhanced the effect of e-HRM on organization performance agreed by 60(61.9%) and strongly agreed by 26(26.8%) respondents, compared to only 2(2.1%) respondents who strongly disagreed. However, 45(46.4%) and 28(28.9%) respondents respectively disagreed that financial resource hindered the effect of e-HRM on organization performance. The findings imply that the availability of financial resource and data security enhanced the Effect of E-HRM employed by UMB on its financial performance.

The findings from UMB survey agreed with Al Shobaki *et al.* (2017) study that found that the data security of the organization was critical to the success of organization in implementing its E-HRM practices and impact of these practices on the performance of the organization. Indeed, Alshobaki *et al.* (2017) added in agreement with Shilpa and Gopal (2011) and the current study that it is the data security that gave the workforce more confidence of the E-HRM practices employed and thus were committed to achieving the set goals improving the organizational efficiency and the overall productivity. Another study by

Hooi (2006) found a positive relationship between availability of financial resource and successful implementation of E-HRM practices. Adding to the findings by Hooi (2006), the study by Bondarouk *et al.* (2017) indicated that when the E-HRM practices are implemented successfully then the organization is able to improve its performance.

5.0 Conclusion

The purpose of the study was investigating the effect of E-HRM practices on organizational performance at University of Maryland Programs, Nairobi Kenya. The study guided by three key objectives which included: to identify the existing e-HRM practices in UMB Kenya, examine the level of performance at UMB Kenya and establish how e-HRM practices contribute to organizational performance in UMB, Kenya. The data was collected where a total of 97 out of 107 responses were acquired and analyzed using SPSS version 23. With regard to the first objective the study found that in addition to the respondents being aware of the e-HRM practices employed at UMB, these practices i.e. e-recruitment, e-training, e-compensation and e-performance ware to a large extent implemented at UMB. The study also found in relation to the second objective that the performance indicators at UMB were employees' agility, employee's productivity, organizational effectiveness and flexibility. It was also found from the study in relation to the third objective that the implementation of E-HRM practices improved the performance of UMB. The implementation of e-recruitment, e-training, e-compensation and e-performance had effect on flexibility, effectiveness, workforce agility and productivity. Having concluded the study, the following recommendations were made.

6.0 Recommendations

1. The study found statistically significant relationship between e-performance and organizational effectiveness upon doing correlation analysis. For this reason, the study recommends to UMB Kenya management that they have much focus on E-Performance practice which would improve the effectiveness of the organization. Organizational effectiveness is important because it helps an organization run in a cost-efficient manner to meet the changing demands for humanitarian aid.

2. From the impacts of e-HRM practices implementation, the study found that E-HRM practices improved the organizational flexibility, effectiveness, workforce agility more than productivity. Workforce productivity is critical in a firm as it ensures that the long-term goals of the organization and the short-term goal to meet demand for customers in need of immediate humanitarian aid. For this reason, it is important that UMB improve on this aspect by focusing more on improving the e-performance practice which is directly related to performance management. This can be done by setting performance goals, regular evaluation of goals and making employees aware of their performance goals.

REFERENCES

Ackermann, F., & Eden, C. (2011). Strategic management of stakeholders: Theory and practice. *Long range planning*, *44*(3), 179-196.

Ahmed, M. T. (2019). *E-HRM Practices and its impact on Organizational Performance: A study on the Manufacturing industry in Bangladesh.*

Akhtar, S. R., Ding, D. Z., & Ge, G. L. (2014). Strategic human resource management Practices and Their Impact on Company Performance in Chinese Enterprises. *Human Resource Management*, 47 (1), 15-32.

Al-kasasbeh, A. M., Halim, M. A. S. A., & Omar, K. (2016). E-HRM, workforce agility and organizational performance: a review paper toward theoretical framework. *IJABER*, *14*(15), 10671-10685.

Alavi, S., & Wahab, D. A. (2013). A review on workforce agility. *Research Journal of Applied Sciences, Engineering and Technology*, *5*(16), 4195-4199.

Al Shobaki, M. J., Naser, S. S. A., Amuna, Y. M. A., & El Talla, S. A. (2017). Impact of Electronic Human Resources Management on the Development of Electronic Educational Services in the Universities. *International Journal of Engineering and Information Systems*, 1(1), 1-19.

Al-Hmouze, L. H. (2016). *The impact of Electronic Human Resource Management (e-HRM) Application on Organizational Performance: An Applied Study in Royal Jordanian* (Doctoral dissertation, Master Thesis Submitted to Middle East University. Jordan).

Aruwa, M. A. (2016). *Extent of adoption of electronic human resource management in Kenya Commercial Bank*. Unpublished project of the University of Nairobi. Retrieved from http://hdl. Handle. Net/11295/98708 on April, 3, 2017.

Atallah, A. A. (2016). The Impact of Electronic Human Resource Management (E-HRM) on Organizational Development of UNRWA in Gaza Strip. *"The Impact of Electronic Human Resource Management (E-HRM) on Organizational Development of UNRWA in Gaza Strip"*.

Ball, K. S. (2011). The Use of Human Resource Information Systems: *A Survey, Personnel Review*, 30 (6), 677-693.

Beadles-II, N. A., Lowery, C. M. & Johns, K. (2015). The Impact of Human Resource Information Systems: An Exploratory Study in the Public Sector. *Journal of Communications of the IIMA*, 5(4), 39-46.

Bhattacharyya, D.K. (2017). *Performance Management Systems and Strategies*. O'Reilly.

Bissola, R., & Imperatori, B. (2014). The unexpected side of relational e-HRM: Developing trust in the HR department. *Employee Relations*, *36*(4), 376-397.

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.

Calzolari, G., & Denicolò, V. (2013). Competition with exclusive contracts and market-share discounts. *American Economic Review,* 103(6), 2384-2411.

CedarCrestone (2014). CedarCrestone 2013–2014 *HR Systems Survey HR Technologies, Deployment Approaches, Value, and Metrics 16th Annual*. Retrieved May 15, 2014.

Choochote, K., & Chochiang, K. (2015). Electronic Human Resource Management (e-HRM) of Hotel Business in Phuket. *International Journal of Advanced Computer Science and Applications*, 6(4), 73-78.

Dasgupta, S., Suar, D., & Singh, S. (2014). Managerial communication practices and employees' attitudes and behaviours: A qualitative study. Corporate Communications: *An International Journal*, 19(3), 287-302.

Delery, J. E., & Shaw, J. D. (2001). The strategic management of people in work organizations: Review, synthesis, and extension. In Research in personnel and human resources management. *Emerald Group Publishing Limited.* pp. 165-197.

Dulebohn, J. H., & Johnson, R. D. (2013). Human resource metrics and decision support: a Classification framework. *Human Resource Management Review*, 23, 71–83.

Fraj, E., Matute, J., & Melero, I. (2015). Environmental strategies and organizational competitiveness in the hotel industry: The role of learning and innovation as determinants of environmental success. *Tourism Management*, 46, 30-42.

Friedman, A. L., & Miles, S. (2006). *Stakeholders: Theory and practice*. Oxford University Press on Demand.

Geetha, R. (2017). Multi-Dimensional Perspective of e-HRM: A Diagnostic Study of Select Auto-Component Firms. *Dharana-Bhavan's International Journal of Business*, 8(2), 60-72.

Gupta, Y. (2016). A step towards paperless HR. *Journal of Research in Computer Science*, 25.

Imperatori, B. (2017). *Engagement and disengagement at work: Drivers and organizational practices to sustain employee passion and performance*. Springer.

Iqbal, N., Ahmad, M., Raziq, M., & Borini, F. (2019). *Linking e-hrm practices and organizational outcomes: empirical analysis of line manager's perception* [Ebook] (21st ed., pp. 48-69). São Paulo: Review of Business Management. Retrieved from http://www.scielo.br/pdf/rbgn/v21n1/1983-0807

Jang, Y., Wang, Y. T., & Lin, M. H. (2014). Factors affecting employment outcomes for people with disabilities who received disability employment services in Taiwan. *Journal of occupational rehabilitation*, 24(1), 11-21.

Johnson, R. D., Gueutal, H., & Falbe, C. M. (2009). Technology, trainees, metacognitive Activity and e-learning effectiveness. *Journal of Managerial Psychology*, 24 545-566.

Kabir, N., & Carayannis, E. (2013). Big data, tacit knowledge and organizational competitiveness. In Proceedings of the 10th International Conference on Intellectual Capital, Knowledge Management and Organizational Learning*: ICICKM* (p. 220).

Kamau, L., & Kagiri, A. (2015). Influence of inventory management practices on organizational competitiveness: A case of Safaricom Kenya Ltd. *International Academic Journal of Procurement and Supply Chain Management*, 1(5), 72-98.

Kar, A., & Bhattacharya, S. (2009). E Recruitment and Customer Satisfaction: An Empirical Study in and around Kolkota. *ICFAI Journal of Management Research*, 8(2), 34–54

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.

Miller, L. (2012). ASTD 2012 State of the Industry Report: Organizations Continue to Invest in Workplace Learning. *Training & Development Magazine*, 66, 42–48.

Mitchell, R., Obeidat, S., & Bray, M. (2013). The effect of strategic human resource management on organizational performance: the mediating role of high-performance human resource practices. *Human Resource Management*, 52(6), 899-921.

Njeje, D., Chepkilot, R., & Ochieng, I. (2018). *E-Performance Management Systems and Organization Performance of Sacco's in Kenya* [eBook] (pp. 2319-7668). Nairobi: IOSR Journal of Business and Management (IOSR-JBM). Retrieved from http://www.iosrjournals.org

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.

Odhiambo, W., &Kamau, P. (2013). Public Procurement: Lessons from Kenya, Tanzania and Uganda. OECD Working Paper NO.208. OECD Development Centre. On http/www.wto.org, on 15th Dec. 2009.

Patel & Dhal 2017. *International Journal on Recent and Innovation Trends in Computing and Communication* , 5 (2), 5.

Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal*, *12*(S2), 95-117

Roman, D. J., Piana, J., e Leal, M. A. S. P., de Mello, N. R., & Erdmann, R. H. (2012). Organizational competitiveness factors. *Brazilian Business Review*, 9(*1*), 25-42.

Saks, A., & Uggerslev, K. (2010). Sequential and Combined Effects of Recruitment Information on Applicant Reactions. *Journal of Business and Psychology*, 25(3), 351– 365

Sparrow, P., & Cooper, C. (2014). Organizational effectiveness, people and performance: new challenges, new research agendas. *Journal of Organizational Effectiveness: People and Performance*, 1(1), 2-13.

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, *25*(2), 216-231.

Vucetic, A. (2012). Human Resources as a Competitive Advantage. *Turizam,* 16(2), 78–87

Wagner Mainardes, E., Alves, H., & Raposo, M. (2011). Stakeholder theory: issues to resolve. *Management decision*, *49*(2), 226-252.

Wesarat, P. O., Sharif, M. Y., & Majid, A. H. A. (2015). A conceptual framework of happiness at the workplace. *Asian Social Science*, 11(2), 78.