

**INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEMS
IMPLEMENTATION ON EMPLOYEE PERFORMANCE IN KAJIADO
COUNTY GOVERNMENT**

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DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been presented for the award of a degree or any other award in any other university.

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BUS-3-0938-3/2015

Recommendation

This thesis has been submitted for examination with our approval as University Supervisors.

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DEDICATION

To my beloved husband, Dr. Evans Riat and our lovely children Serianae, Reto and Namayiana.

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The experience of working in this research thesis is both challenging and extremely rewarding. The whole process is a valuable learning experience that I thoroughly enjoyed. My most sincere appreciation goes to Almighty God who gave me strength and health and made everything reality to this entire period. Secondly to my supervisors Dr. Susan Nzioki and Mr. Michael Kiama for their advice, guidance, counsel, and support as I worked my way through delivering this research thesis. Your insights and instructions have certainly helped give structure where I needed it most. God bless you. I forever remain indebted to my parents and the entire family, who have been a wonderful blessing to my life, a source of inspiration and strength, may God richly bless you. I am also grateful to KEMU staffs who made everything possible for me to reach this far and finally to my classmates who gave me moral support and encouragement as I was working towards accomplishing this lifelong dream.

ABSTRACT

The widespread use of information systems in a variety of activities and departments has been aided by businesses' widespread acceptance of technology. Despite this, the Kajiado County Government has been facing inadequate service delivery, which is exacerbated by personnel performance that falls short of deadlines or timeframes in reaching targets. The purpose of this research was to assess how HRIS affects employee performance in Kajiado County Government. The study's precise goals were to see how e-recruiting, e-training and development, e-payroll management and e-performance management influence employee performance. The TAM model, equity theory, and the AMO model guided this research. This study utilized a descriptive survey research design. A total of 1689 employees, including supervisors and unionized workers, was part of the study's target demographic. 313 county government workers participated in answering the administered questionnaires who were picked out through stratified random sampling. Quantitative data was analysed both descriptively and inferentially. The findings were displayed using charts and tables. Regression of coefficients showed that e-recruitment had a positive and significant effect with employee performance of Kajiado county ($\beta=0.287$, $p=0.000$). E -training and development had a positive and significant effect with employee performance of Kajiado county ($\beta=0.379$, $p=0.000$). Similar results for the two other objectives were obtained where both e-payroll management and e-performance management had ($\beta=0.193$, $p=0.000$) and ($\beta=0.155$, $p=0.000$) respectively. The investigation concluded that human resource information systems implementation is critical in enhancing employee performance. The government of Kenya should encourage all the counties to embrace the e- recruitment process. This is because e recruitment minimizes paperwork and minimizes recruitment costs. Counties should also use digital databases for their employees to minimize forgery and for easier tracking of the applicants. The study also recommends that county government ought to adopt e-training while training their employees. This would help them to save on training costs as well as reach out to more employees. The Kenyan government also need to encourage all the county government to adopt the e payroll management system. This is because e payroll management system is cheaper and more convenient than the manual system. The county governments also need to use the online payroll system to generate pay slips. The Kenyan government also need to encourage all the county governments to adopt the e- performance management system. This would help the county governments to be able to standardize programs and procedures for performance management. The county government also ought to educate their managers on the electronic human resource information system. This would enhance the performance management decision.

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LIST OF ABBREVIATIONS AND ACRONYMS

AMO	Ability, Motivation, and Opportunity
ANOVA	analysis of variance
BIN	Bank Identification Number
BVN	Bank Verification Number
CDs	Compact Discs
COVID-19	Coronavirus Disease 2019
CSOs	Computer Security Objects
ETS	Electronic Transfer System
HCM	Human Capital Management
HELB	Higher Education Loans Board
HR	Human Resources
HRIS	Human Resource Information System
HRM	Human Resource Management
HRMS	Human Resource Management System
ICT	Information Communication Technology
IT	Information Technology
KEFRI	Kenya Forestry Research Institute
KEMU	Kenya Methodist University
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KNBS	Kenya National Bureau of Statistics
KPA	Key Performance Areas
KPIs	Key Performance Indicators
NACOSTI	National Commission for Science, Technology and Innovation
PEU	Perceived Ease of Use
PM	Performance Management
PMS's	Performance Management Systems
PU	Perceived Usefulness
RBV	Resource Based View
RRs	Roles and Responsibilities
SACCOs'	Savings and Credit Cooperatives
SEM	Structural Equation Modelling
SMEs	Small and Medium Enterprises
SPSS	Social Package for Social Sciences

TAM	Technology Acceptance Model
TRA	Theory of Reasoned Action
UTAUT	Unified Theory of Acceptance and Use of Technology
VIF	Variance Inflation Factor

.

CHAPTER ONE

INTRODUCTION

1.1Background Information

Performance in an organization is crucial for achieving its goals and ensuring long-term success. It directly impacts an organization's ability to meet objectives, grow, and sustain itself in a competitive market (Yang, & Rowley, 2023). Employee performance plays an imperative role in organizational performance. High employee performance translates to an increase in overall productivity (Hamid, et al.,2022). As a result, employees are an important asset. To maintain effective performance, it is critical to maximize employee contributions to local government goals and objectives. As a result, regional leaders must guarantee that there is a sufficient supply of technically and socially competent staff with potential for advancement in expert areas or management roles (Zhang, et al.,2019).

The purpose of the public sector is not to seek profit like the private sector. CSOs are usually limited in terms of flexibility and autonomy due to political interference, broad responsibilities and ever-changing performance expectations, often resulting in low employee productivity. As a result, boosting employee performance is the responsibility of the local government, and implementing a human resource innovation plan is one of the most critical tasks that most businesses must do. Organizational efficiency is guaranteed by human resource management systems, which facilitate information management by making HR more effective and enabling management and staff to access all of their records online when needed. This allows the HR department more time to focus on strategic responsibilities and frees up resources to fulfill the daily

needs of employees. Employees also have access to all they need thanks to the extensive capability of modern HRIS (Nthiga & Nyang'au, 2021).

1.1.1 Global Perspective

Salary and benefits, perceived fairness of the promotion system, quality of working circumstances, leadership and social interactions as well as aspects of embracing work, were recognized to be impacting the performance of employees in the Bangladeshi Government by Hassan et al. (2020). Employee satisfaction is defined by Blonski and Jefmanski (2017) as happy or positive emotions out of individuals' judgments of their work, reflecting or enabling the accomplishment of major workplace values, provided those values are changed to his needs. Employment challenges for employees in Polish local government include: opportunities for professional development, management aspects and working conditions.

Sadiq, et al. (2022) carried out a study comparing the degree and sophistication in the use of IT in HRM between Canada and Hong Kong. The use of HRIS was not as widespread in Hong Kong as it was in Canada. However IT for HRM was widely applied in Hong Kong than it was in Canada. More recently according to studies done by Ball (2024) indicated that small organizations did not use HRIS and that they are less likely to do so.

In Singapore Sutrisno, et al. (2023) shows that the adoption HRIS in the public sector depends on environmental, organizational and technological context factors. In the last decade (2005-2015), the Malaysian government has made attempts and put down

structures to help the country move towards a knowledge based country. Among the structures put in place, HRIS is one of them.

1.1.2 Regional Perspective

In Ghana, the performance of local government employees is relatively low. To consolidate the governance and efficiency of local authorities, the implementation framework is designed to be efficient and effective in providing local services. Conforming to the key intention of managing employees in the local government development sector, in 2015 a local framework for PM was developed with policy guidelines by establishing a KPA for local governments. Therefore, the performance management system plays an important role in improving employee performance (Abane & Phinaitrup, 2017).

1.1.3 Local Perspective

In Kenya, devolved governments are unable to implement strategies that improve employee performance to achieve the desired results. Therefore, due to the competitive business environment, it is very challenging and difficult for the district government (Wangechi et al., 2018). When the Kenyan government was moved to the devolved unit, most people left their original jobs and looked for work in the district government. The challenge is that 20% of local government jobs are mostly contract and 80% permanent. Due to the high level of corruption in the counties, they are not able to invest in HRIS thus they are not able to monitor employee performance (Chebet, 2016).

1.1.4 Employee Performance

Performance refers to comprehending and managing implementation within the framework of defined objectives, standards, and competency requirements in order to improve outcomes from teams and individuals inside the business (Mulunda, 2019). Conversely, an individual's knowledge, skills, abilities, and other attributes that are required for job performance and goal fulfillment are referred to as employee performance. According to Hassan and Ndegwa (2019) assessing an employee's behavior based on how well it aligns with criteria established by their employer is another way to measure their performance.

Abozed and Salem (2020) point out that when conceptualizing performance, a distinction must be made between aspects of action or behaviour and aspects of performance. Behavioural aspects refer to what individuals do in work situations. Not every behaviour is included in the concept of implementation, but only behaviours that are relevant to organizational goals. Employee performance is therefore, measured by what organization hires one to do, and do well.

Bullah (2017) measured employee performance by performance targets and timeliness. Mulunda (2019) measures employee performance using metrics such as employee productivity, morale and efficiency. Jane (2018) measured employee performance by productivity and meeting deadlines. The current study measured employee performance by ability to meet deadlines, employee morale and employee productivity.

1.1.5 Human Resource Information Systems

Human Resource Information System, or HRIS for short, is a software program that gathers, logs, stores, examines, and retrieves data about the human resources of a

company (Kemei, 2016). A HRIS is software useful in making data entries, tracking, and making information requests in payroll, accounting, and human resource (HR) administration processes inside a business (Midiwo, 2016).

The personnel information system aids in the creation of a database that contains all of the personnel management functions. An effective HRIS manages all personnel data, reports and analysis of personnel data connected to company records, such as personnel manuals, evacuation procedures, security recommendations and rewards management, including registration, status changes, and personal data updates. It's a managed information system or service that gives a HR or HCM group a consolidated view of the data they need to conduct HR tasks like training, recruitment, salary administration, and other HR procedures (Rose, 2016). HR initiatives including e-recruitment, e-learning, e-pay, and e-performance management are used at Kenyan public universities to assess employee performance.

The process of attracting competent and interested persons to work in an organization is known as recruitment. The recruitment methods involves searching, applying, interviewing and selecting prospective employees in an organization (Wangui & Felistus, 2021). Electronic voting is voting that is conducted electronically. El-kot and Leat (2011) recognize that online voting can reduce cycle times and improve process efficiency through allowing companies to save time during data collection and sorting. When companies apply this process correctly when recruiting, they can achieve their goals at a lower cost. E-recruitment practices in this study included; applicant tracking system and timely access of information.

Training is a method of changing employee behaviour at work through the application of training concepts to improve human performance. Employee training should be tailored to improve their knowledge, skills and talents which when practiced, they contribute to the meeting of the firm strategic goals (Manu, 2016). E-learning software is used to monitor skill databases at the organizational and employee levels as well as to track skills learned. This system could be adopted by managers, staff members, and trainers specialists to scheme, oversee and training events (Midiwo, 2016). E-training practices include HR skills inventory, track and administer interventions, electronic resume.

Pay system is software for automating the payment process. Payroll systems often contain useful sources of information for employees, including data about employment, salaries, expenses, absenteeism rates and personal information. When combined with payroll administration, the electronic payslip interface can compute and generate relevant reports (Rietsema, 2016). E- Payroll management practices in this study included; salary reports systems, electronic generated pay-slips and record of hours absent.

Performance management is the process of coordinating all of an organization's business units to ensure collaboration amongst them hence realize the key firms' objectives (Averbook, 2017). Managers can access, retrieve and evaluate their personnel more quickly and easily with electronic presentation systems. It also comes in handy when calculating empirical power estimations. This is because the system may assist them in calculating and extracting percentages instead of requiring managers to do so, manually (Midiwo, 2016). E-Performance management practices include performance reviews and employee record cards.

1.1.6 Kajiado County Government, Kenya

Kajiado County is 21,900 square kilometers in size and is located in southern Kenya. The Republic of Tanzania borders it on the southwest; Taita Taveta County borders it on the southeast; Machakos and Makueni counties border it on the east; Nairobi County borders it on the northeast; Kiambu County borders it on the north; and Narok County borders it on the west. The district is composed of five administrative sub-districts, seventeen administrative divisions, five parliamentary constituencies, and 105 villages (Kajiado District, 2013). At the time of the 2009 census, the county's population was 687,312 people (345,146 men and 342,166 women). Based on a 5.5 percent growth rate, the population prediction for 2012 is 807,069 people (405,285 males and 401,784 females). The population is expected to grow to 898,291 people in 2015 (451,093 men and 447,198 women) and 999,819 people in 2017 (502,077 men and 497,742 women) (Kenya National Bureau of Statistics [KNBS], 2013).

The Kajiado County Government consists of the Governor, the District Executive Committee and the District Assembly. District councils are expected to oversee the administration and delivery of services to citizens, and to design and implement district policies and laws. There are about 4,000 employees in this county.

1.2 Statement of the Problem

The Kajiado County Government has had bad performance, as well as poor performance by staff who have missed deadlines. Yussuf (2016) indicated that the county lack qualified personnel as the recruitment of employee is done in a corrupt way and thus most employees are not qualified. Delay of employee salaries have also been experienced which has lowered the employees' morale.

A quality assurance process showed that internal audit activities are focused on evaluation of the adequacy and effectiveness of internal controls is not in place yet which makes appraisal systems to be weak in linking performance to rewards and lacks transparency (Kenya Institute for Public Policy Research and Analysis [KIPPRA], 2019). Further, delays in recruitment and poor communication of strategy further hampers employees' productivity as it reduces their ability to meet deadlines (Birisha, 2017). Further, the county government has a very low budget absorption which derails projects hampering service delivery (Ngotho, 2024). In a study on service delivery in Kajiado County, respondents were very dissatisfied with service delivery in the county in terms of quality of services (Richard & Muna, 2018).

Although previous studies have examined the connection between HR Information Systems and worker productivity, nothing is known regarding HR Information Systems' impact on worker productivity in Kenya's Kajiado County Government. Abozed and Salem (2020) investigated the effect of HR practices on employee performance using data from Libyan commercial banks. This research was limited in scope because it was conducted in Libya. Kemei (2016) assessed how staff performance at Kenya's private institutions was affected by the adoption of HR Information Systems. This study left a gap in the background by focusing on private universities. There is a contextual gap because the research concentrated on HRIS on operational performance rather than personnel performance. The study adopted only one inferential statistic which was correlation statistics leaving out regression statistics which posed a methodological gap. Based on these identified gaps and owing to the poor employee performance established in the county government of Kajiado, and literature that has shown the positive impact of HRIS on employee performance there is a need to assess this relationship in Kajiado

County. This research was constrained to assess the impact of HRIS on employee performance in Kenya's Kajiado County Government.

1.3 General Objective

The key intention of the study was to examine the influence of human resource information systems on employee performance in Kajiado County Government, Kenya.

1.3.1 Specific Objectives

- i. To determine the influence of e-recruitment on employee performance in Kajiado County Government, Kenya.
- ii. To determine the influence of e- training on employee performance in Kajiado County Government, Kenya.
- iii. To determine the influence of e-payroll management on employee performance in Kajiado County Government, Kenya.
- iv. To determine the influence of e-performance management on employee performance in Kajiado County Government, Kenya.

1.4 Research Hypotheses

- i. **Ho1:** There is no significant influence of e- recruitment on employee performance in Kajiado County Government, Kenya
- ii. **Ho2:** There is no significant influence of e- training on employee performance in Kajiado County Government, Kenya
- iii. **Ho3:** There is no significant influence of e- payroll management on employee performance in Kajiado County Government, Kenya
- iv. **Ho3:** There is no significant influence of e- performance management on employee performance in Kajiado County Government, Kenya.

1.5 Significance of the Study

The findings are beneficial to several groups as follows:

1.5.1 County Government

The results of this study helped identify gaps in the human resource management system in the Kenyan county governments. The researcher also believes that it might be invaluable for the management and those in charge of administration in the local government of Kenya to understand how the human information management system can be optimized to ensure the improvement of employee performance and ultimately ensure the achievement of regional goals.

1.5.2 Policy makers

The findings of this study could enable policy makers at both national and county government levels streamline policies relating to HRMS and employee performance within the County Governments.

1.5.3 Development Partners

This study also adds to existing knowledge about local government human resource information management systems. Development partners, usually interested in helping Kenya's County governments succeed, could be aware of the various factors that hinder increased employee retention and therefore sustainable development.

1.5.4 Researchers and Academicians

Researchers interested in the subject discussed may further research on HRMS and employee representatives in local governments may find the benefits of this research.

1.6 Scope of the Study

The centre of attention of this research was to gauge the influence of HRIS on employee performance in Kenya's Kajiado County Government. Kajiado county was selected due

to its proximity to Naiorbi county, being one of the fastest growing counties due to high levels of population growth owing to migration and documented human resource and employee's performance challenges. The key components included e-recruitment, e-training, e-payroll and e-performance. This study was limited to Kajiado County, so other devolved units in the country were not included in this study. The theories which underpinned the study included TAM model, Equity Theory and AMO model. 1,689 employees were targeted to take part in the study in Kajiado County. A representative sample of 313 was obtained from the total number of Kajiado County government workers.

1.7 Limitations of the Study

There were some conditions which constrained the actualization of the investigation. It was difficult to gain access to respondents who work in various departments. To reach potential respondents, the researcher sought permission from the Kajiado County Government to receive a cover letter and the necessary permission to collect data. Furthermore, given the information requested in the survey, assessing the objectivity of respondents' responses to research tools was problematic. This limitation was circumvented by gaining formal permission from Kajiado county officials to conduct the survey. Lastly, the 313 employees were and promised and guaranteed of how their data would be used, managed and reported hence they developed confidence regarding their privacy.

1.8 Assumptions of the Study

The research supposed that:

- i. County government workers are fully aware of the HRMS implemented by Kajiado County Government.
- ii. The HRMS possess some degree of positive influence for improving employee performance in Kajiado County Government.
- iii. The research was predicated on the premise that all the information gathered from different respondents in the study were factual and reliable, allowing the conclusions to be generalized.

1.9 Operational Definition of Terms

Employee Performance	This refers to how well an employee does their job in comparison to a set of standards established by the employer (Hassan & Ndegwa, 2019). In this study, employee performance was measured in terms of performance appraisals, productivity, service delivery and effectiveness of employees in Kajiado County.
E-Payroll Management	Refers to the activity employer engages in to motivate his/her employees to meet the organizational objectives through the use of technology in this study it includes reward management, recognition, and merit pay (Rietsema, 2016). In this study, e-payroll management referred to Employees Turnover, Salary Reports, Job ranks & positions and Generate Pay-slips for employees in Kajiado County Government
E-performance management	It is the use of information technology to create, implement and manage performance management systems (Averbook, 2017). In this study, e-performance management constituted performance evaluation, standardized programs, standardized procedures and performance appraisal for employees in Kajiado County Government.

E-recruitment

Is the sourcing of potential applicants, reviewing their applications and all other activities pertaining them until they are selected through integrating their knowledge, skills experience and the job roles and responsibilities by using technology in the process (Wangui & Felistus, 2021). In this study, e-recruitment included; advertisement, applicant tracking, access to information and roles and responsibilities for employees in Kajiado County Government.

E-Training and Development

It refers to instructional activities within a company aimed at improving employee satisfaction and performance through the use of technology. In this study, it comprises training need assessments and formal induction processes (Manu, 2016). E-training and development in this study constituted HR skills inventory, Track & administer interventions and Training needs assessments for employees in Kajiado County Government.

Human Resources Information System

Is an electronic solution that manages human resource information and facilitates data entry and tracking of personnel and payroll administration organizations (Kemei, 2016). In this study, human resources

information system mean application of e-recruitment, e-training, e-payroll management and e-performance management of employees in Kajiado County Government.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This portion of the investigation focused on literature existing on the HRIS and performance from different scholars. Also covered included the theories that guided the execution of the research. The chapter concluded with a conceptual framework which outlined the variables of the research and their interactions.

2.2 Theoretical Review

This research adopted the TAM, AMO models and the equity theory to steer the research.

2.2.1 Technology Acceptance Model (TAM)

Davis developed the TAM model in 1989. The reason for the development of TAM was to lay a ground of the definition of computer adoption that is generally able to explain user behaviour in various consumer populations of end users of computer technology, as well as persuasive and theoretically grounded (Davis, 1989).

TAM tries to explain individual workplace systems that improve service delivery, such as staff recruiting and selection within the firm. Releases in TAM where the user's attitude about his intention to use and actual usage of IS (PU) is influenced by perceived utility and ease of use (PECU). The technology acceptance model states that behavioral intention, which expresses whether people like or dislike using technology, and PU, which expresses how utilizing technology enhances employee performance, directly influence usage behavior. PU and PECU work together to calculate the ratio (Mathieson, 1991).

Additionally, TAM offers a framework for comprehending how outside factors influence one's own internal convictions, attitudes, intentions, and usage. Companies are turning to information technology to monitor and improve their outcomes as the global business market grows more competitive. The key to efficiency is having timely and reliable information. Companies, on the other hand, can only invest in technology if their customers are not hesitant to accept and utilize it. TAM is a technique for anticipating and spotting information system design flaws before users have had a lot of time to become familiar with them (Davis, 1989). In order to assess perceived utility, perceived ease of use, attitudes toward usage, and behavioral intentions, Davis developed a measure (Adams et al., 1992).

Mathieson (1991) concluded that TAM anticipated utilizing a spreadsheet software better than the alternative model after comparing numerous models. The large degree of dispersion is explained by TAM's suggested route. Taylor and Todd (1995) found that TAM explains differences in behaviour, intentions, and attitudes in their Information Systems study and provides good agreement with data. TAM's worth stems mostly from its simplicity; this model draws heavily on current psychological theories while being basic and thus economical to apply. Furthermore, through a user-friendly design, it provides an explicit relationship to the concept of usability.

The technological acceptance model was chosen for this study because it has been empirically validated and is backed up by validation, application, and replication. One of the best, most reliable, and most affordable models for gauging customer acceptability is the technological adoption model, particularly when it comes to the domain of HRIS, which was the focus of the study. Venkatesh (2000) states that TAM is easy to use in a variety of scenarios because of its predictive capability and cost

savings. The way HRIS is used and, consequently, the success of the organization are affected by these perceptions.

The study informs the independent variable of the study which include e-recruitment, e-training, e-payroll and e-performance. TAM highlights that employees are more likely to adopt a technology if they believe it will enhance their job performance or learning outcomes.

2.2.2 Equity Theory

Adams and Friedman proposed this hypothesis in 1976. The theory focuses on maintaining equitable resource distribution between the two countries. On the other hand, this hypothesis assumes that workers associate what they have with work versus invested resources. Workers then relate their input level to the prevailing level of input (Griffin & Moorhead, 2011). The respective quotas are mainly people with related professions in the same association and career. It can also be rules covering events and rules for the club's pay-out strategy. In this case, if employees believe their ratio is appropriate or accurate with respect to other ratios, integrity succeeds and they are inspired to share the best results with the company. However, if the relationship is unfair, the worker may not feel as valued as they should be (Steers et al., 2004).

When inequality is discovered in a company, Ramlall (2004) proposes that workers mislead their or other inputs, may act in a specific manner to urge others to change their contribution, or can change results in any way. The employee can also replace him or herself with someone who shares his or her principles, or simply leave the job. The argument of this theory is that total and comparative compensation delivered to employees might have a substantial impact on them. When employees notice inequity, they take action to rectify the situation. Because it governs the reward technique, one

of the study's independent variables, this theory is therefore useful in research (George et al., 2002). Kajiado County officials must believe that they are equal and/or fair or equal in terms of salary and other remuneration for their contribution to the award process. Therefore, the recruitment process, performance management process, training and development process must be done in a fair way so as no employee is discriminated or denied a chance.

However, the equity theory of capital has been criticized. The main weakness of the theory of justice is that it does not take into account different individual and cultural differences. To learn more about this connection, more research is needed. In addition, equity theory simply takes into account the eventual distribution of rewards. The method that led to this decision is not taken into consideration. The researchers questioned the model's simplicity, claiming that people's judgments of fairness and how they interact with others are influenced by a variety of demographic and psychological factors.

The theory informs the dependent variable which is employee performance. Equity theory in the workplace suggests that employee performance is significantly influenced by their perception of fairness, specifically the balance between their inputs (effort, skills) and outputs (rewards, recognition) relative to others. When employees feel they're being treated fairly, their motivation and performance tend to improve. Conversely, perceived inequity can lead to reduced effort, job dissatisfaction.

2.2.3 AMO model

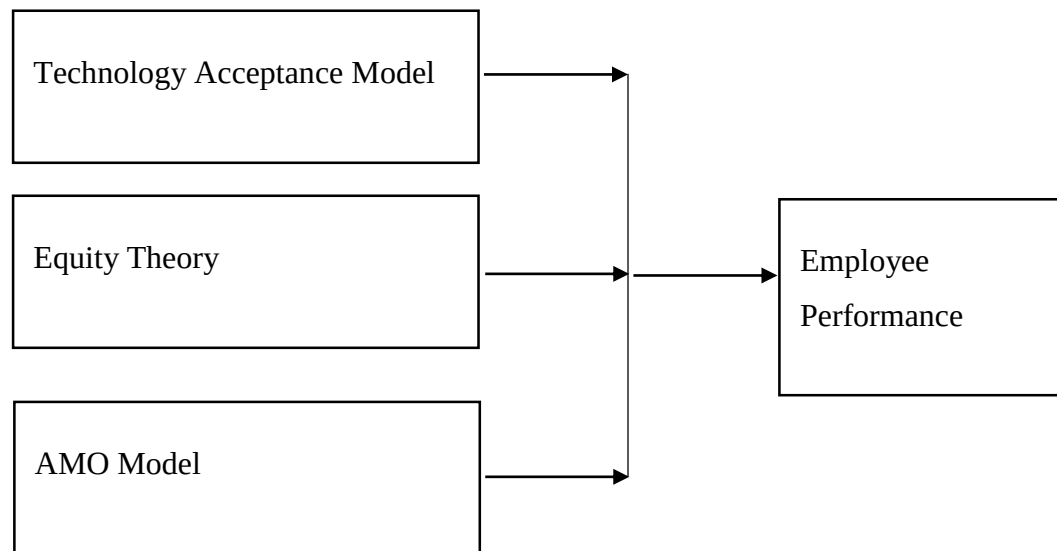
Appelbaum proposed this theory in 2000. AMO stands for: A means ability, which refers to the specific abilities required to complete a task. M- Stands for motivation, which refers to an employee's desire to succeed as well as the possibility of receiving

rewards and incentives. Advancement possibilities o-opportunity Work autonomy, decentralized decision-making, employee engagement in policy formation seminars, and teamwork are all examples of accomplishment opportunities. According to Boxall and Purcell, people perform better in the AMO model when they can achieve something (because they have the information and skills they need), are motivated, and complete their assignment. The surrounding environment gives the essential support and avenues for expression. HRM, such as employee flexibility and productivity, is assumed to contribute to important HR objectives in the AMO model. Employee attitudes and conduct act as mediators in this interaction (Boselie, 2010). Employee attitudes, engagement, and motivation are influenced more by HR procedures.

The model was applicable to this research because it emphasized on independent variables such as training and development and recruitment opportunities, which improve employee performance and, in turn, promote employee performance. The AMO (Ability, Motivation, and Opportunity) model informs e-recruitment and e-training by providing a framework for understanding what factors contribute to employee performance and how HR practices can be designed to enhance those factors. Specifically, it emphasizes the importance of hiring and training for ability, motivating employees through various HR practices, and providing opportunities for participation and development

Figure 2.1

Theoretical Framework



2.3 Empirical Literature Review

This portion of the chapter contained essential literature materials on each objective of the research including the dependent variable which was employee performance in Kajiado County Government.

2.3.1 E-Recruitment and Employee Performance

Daniel (2019) revolved about the aftermath of e-recruitment on company performance. In this study, the most popular techniques of recruitment were found to be the e-newspapers, TV/radio advertisements, transfers and promotions. E-recruiting is a vital component of personnel management, according to the findings, and hence a basis for organizational performance and success. According to the research, incorporating e-recruitment software into existing recruitment efforts provides HR managers and line managers with a more competent and cost-effective method. With the use of e-recruitment software, firms can efficiently identify and retain talented individuals by

implementing the best practices listed below. This study focused on e-recruiting and organizational outcomes and thus has a conceptual gap. For this research, the focus was on e-recruitment and employee representation.

Tsuma (2017) investigated the impact of e-recruitment strategies on staff retention in Nairobi District multinational enterprises. The RBV view, Reasoned Action Theory (TRA), and Unified Technology Acceptance and Utilization Theory (UTAT) shored up Tsuma's research. To collect primary data, a questionnaire was used. Through recruitment tactics such as corporate websites, commercial websites, and social networking sites, employee retention characteristics such as self-selection, early job adjustment, and employee variances were explored. The findings revealed that the company's website has a significant role in explaining all employee retention factors. Commercial sites are never useful in explaining self-selection, but social networking sites are. Because it was based on the RBV, TRA, and the integrated theory of acceptance and use of technology, this study had theoretical gaps (UTAUT). The technological acceptance model, the equity theory, and the AMO model were all used to inform the current research.

Research was conducted by Khashman (2016) and the findings showed that using e-recruitment technology can improve organizational performance. It was noted, in particular, that HR personnel in private hospitals had a positive attitude on every application of the HRIS. The study's factors included job analysis, recruiting, selection, applications for performance reviews, and communications. Descriptive analysis was employed in the study to characterize the respondents' attributes. The use of percentages and frequencies frequently restricts the ability to draw conclusions, which was not the case with the methodology employed in this study. The fact that the previous study was

conducted in a foreign nation and concentrated on the health sector, whereas the current study was conducted in Kenya and concentrated on the education sector, represents another research gap in that study. Consequently, this renders the findings' generalization incorrect.

Akila et al. (2020) assessed the worth of e-recruitment in the process of selecting personnel. Information mistakes decreased but transactions increased, according to the data. This study was conducted in Chennai and only examined one variable, e-recruitment, whereas the other study was conducted in Kenya and examined other HRMIS systems, including e-training, e-planning, and e-reassignment systems. Ezekiel et al. (2015) research was based in Nigeria on the effects of e-recruitment on organizational performance, and they found that e-recruitment significantly affects organizational performance. Additional e-recruitment expanded the applicant pool while lowering advertising expenses. Purposive sampling was utilized in conjunction with the survey study design. The study's research gap is that, despite being conducted in Nigeria, Kenya's features preclude Kenya from applying the study's findings to the country. Additionally, the study only looked at one variable—e-recruitment—and ignored additional variables like e-training, e-reassign, and e-planning, which limited the applicability of the findings. Finally, the study did not include the mediating and moderating variables that this research aimed to address and instead assumed a linear relationship.

In recruiting and selection, payroll, training and development, and performance management, the use of HRMIS cumulatively provides consistent and reliable, data which helps concerned managers make effective decisions (Midiwo, 2015). Midiwos' research was descriptive in nature. In addition to that, a stratified sampling technique

was employed to examine a group of university staff members. This study and the current one differ in that the former concentrated on public institutions in Kenya while the latter examined all chartered universities. Since the study lacked moderating and mediating variables, it was predicated that performance and HRMIS had a linear relationship. The Model of Technology Acceptance, the De Lone and McLean Information Management Success Model, and the Seroquel Theory were the main subjects which guided the execution of the study. Bula and Ndung'u (2019) observed that the information management systems success model was useful in examining the utilization of information systems for integrated institutional management in Kenyan universities.

Mwangi and Reuben (2019) investigated the impact of e-recruitment and e-learning on worker performance using the example of telecommunication industries in Kenya. This study used a descriptive research approach with 210 Telkom Kenya managers, supervisors, and general employees as participants. The company's website boosts e-recruitment for wanted personnel, according to the poll. The study suggested that e-learning provides the consistent mentorship and coaching needed to gain the necessary abilities, but that it does not necessarily provide additional training for employees when compared to other training platforms practiced by the firm. Electronic communication was also discerned to be more dependable than conventional types of communication, according to the conclusions that were drawn. This study focused only on two HR management systems, which were the e-recruitment and e-learning, which represent a conceptual gap. E-recruitment and e-learning, e-pay management system, and e-performance management are the four e-HRMSs that were critically examined in this study.

Alateyah (2019) examined the e-recruitment and its impact on company performance in Saudi Arabia. E-recruiting was viewed as a competitive tool by scientists and practitioners. The data from 860 respondents was analysed using SEM. According to survey results, human resource management capabilities fully depict the impact of e-recruitment on organizational performance. Electronic recruitment was also reported to have an indirect impact on firm performance in addition to the direct influence. This study was conducted in Saudi Arabia and therefore has a gap was noted with regard to the location scope. This was bridged by undertaking this study which is currently underway in Kenya.

Mwangi and Reuben (2019) used a case study of Telkom Kenya to investigate how e-training and e-recruitment impacts the performance of human resources within the stated industry. The study, which used a descriptive research design, focused on the 210 workers of Telkom Kenya, including managers, supervisors, and general personnel. The study's conclusions showed that, notwithstanding the opinions of 29% of participants, the firm website enhances e-recruitment for desired personnel. Furthermore, while 28% of respondents disagreed, 72% of respondents felt that employing e-recruitment guarantees improved applicant tracking during the recruiting process to choose the best candidate for the job descriptions. According to the poll, 64% of participants felt that e-training provided the reliable coaching and mentoring needed to acquire critical skills, while 36% of respondents disagreed. Furthermore, the results indicated that 58% of respondents disagreed with the idea that staff members could have received more training from e-training than they would have from the organization's current traditional training platforms. Of those surveyed, 42% concurred. The study came to the following conclusions: the company website facilitates e-

recruitment; e-recruitment also guarantees improved applicant tracking during the hiring process; and e-recruitment significantly boosts the efficacy of hiring decisions made by human resource management. The study concluded that although e-training can provide employees with the reliable direction and mentoring they require to get the necessary skills, it might not provide them with any more training than traditional corporate training platforms. Employee performance was the dependent variable in the current study, although human resource performance was the dependent variable in the previous study.

The impact of e-recruitment and work-related success at Pt X in Surabaya was investigated in the study by Dj and Titin (2020). Dj and Titin were interested to determine whether e-recruitment and work morale affect workers' work performance at PT X in Surabaya simultaneously or only partially. Their investigation was guided by the following research question: Which factor—work morale or e-recruitment—has a bigger impact on employee performance at PT X in Surabaya? Linear regression analysis was computed and the results of the study showed that work performance at PT "X" in Surabaya is highly impacted by both workplace spirit and e-recruitment. The highest beta coefficient was exhibited by morale. This indicates that the spirit at work variable is the main factor impacting job performance at PT "X" in Surabaya. There existed a contextual gap because Surabaya was the study's location. Kenya served as the study's location for the outcome inquiry.

Kuchеров and Tsybova researched about the e-recruitment methods on the process outcomes in Russian enterprises in their 2022 study. A quantitative approach was adopted and using a sample of 449, Russian businesses were surveyed. E-recruitment strategies and e-recruitment results indicated that they were positively correlated.

Nevertheless, e-recruitment usage does not play a mediating role in the relationship between e-recruitment techniques and e-recruitment outcomes, according to the findings. The Russian roots of the study showed a lack of context. Kenya served as the study's location.

In their study, Cavaliere et al. (2021) examined how AI technologies and e-recruitment affect HR effectiveness in the context of high schools. Before, the hiring process took longer and required a lot of paperwork from recruiters; but, as online recruitment grew in popularity, the procedure started to change gradually. Because of these technological advancements, research was done recently on the integration of these two crucial aspects of HRM and technology. Usually, this research was done to see how technology may optimize and simplify the hiring process. In order to conduct interviews and administer questionnaires to the high school respondents, the research employed a mixed approach methodology. Google forms were sent to the respective responders and because of the COVID-19 Pandemic, the interviews were performed via Zoom Meeting. The outcomes underscored a direct correlation between staff performance and the use of e-recruitment in schools. The present study concentrated on descriptive research design, whereas this study also adopted a similar design which used a mixed approach methodology.

Nguti and Mose's (2021) main focus was on how the e-recruitment influenced organizational outcomes at HELB, Kenya. In this study, a descriptive research design was adopted. The main tool used to gather data was the questionnaire. Both Microsoft excel and SPSS helped in their data analysis. The results of the study showed that at HELB, e-recruitment impacted the organizational outcomes to a greater extent. Additionally, the study demonstrated that HELB, Kenya's organizational outcomes are

significantly impacted by the e-compensation function. Recommendations pointed out that, the administration of the HELB to take full advantage of online recruiting, as per the study's results, in order to improve turnaround times, transparency, and impartiality throughout the entire process. Organizational results were the study's dependent variable, whereas employee performance was the dependent variable in this particular investigation.

Organizational performance and electronic recruiting, or "e-recruitment," were studied by Mosonik et al. (2022) in a few selected commercial banks in Nakuru City, Kenya. The Resource Based View idea grounded this comparative research methodological study, which concentrated on 105 workers from certain banks that had adopted computerized HRM. Every member of the population took part in the allaying of data, which is thought to be suitable for small populations. Moreover self-administered questionnaires were given to the respondents to fill them. While expert professional judgment was found suitable to enhance the validity of the tool, the study dependability was established by computing the Cronbach Alpha coefficient, with every item scoring over 0.70. Using SPSS software, both descriptive and inferential statistics were enumerated. The study employed a significance level of 0.05 to test its hypotheses. The findings demonstrated that, before to automation, there was a significant negative link between recruiting and organizational performance; but, following automation, there was a positive correlation. The current investigation focused on county government, while the study was carried out among commercial banks.

Mulwa (2018) looked into HRM practices and how they affected employee performance in Commercial Bank branches in Kitui, using a descriptive survey design and a qualitative research approach. Eight banks were included and employees working

therein were considered for data collection. Employee performance was found to be impacted by recruitment and selection practices, especially when competitive hiring and proper placement, that ultimately led to timely service delivery. The study came to the conclusion that staff performance can be raised by incorporating technology into HR procedures.

Alahmadi (2024) concentrated on investigating how e-recruitment affected the effectiveness of HR departments in multinational corporations. The study examined how the performance of human resource departments in global corporations is affected by e-recruitment. The use of contemporary technologies in organizational processes has led to the emergence of e-recruitment, helps in sourcing for qualified candidates for job openings in businesses. Access to a large pool of candidates from around the globe, easy communication between the hiring manager and candidates, and reduced expenses for information sharing and advertising are some advantages of e-recruitment noted. The literature analysis included in the research also showed that multinational corporations' hiring practices have changed recently. Since getting talent and convincing people to work abroad might be difficult, the companies mostly employ e-recruitment techniques to access a large pool of prospects. For this study, a desktop research design enabled the execution of the research purpose while in the current one, a descriptive survey research design was implemented.

Malik and Mujtaba (2018) concentrated on how the HR department's efficacy in Pakistan's private sector was affected by e-recruitment. This study was majorly causal in nature. Finding the scope and makeup of cause-and-effect interactions is the goal of causal research. Information was gathered via surveys from HR specialists working for private organizations in Multan, Lahore, Faisalabad, Quetta, and Islamabad, including

HR coordinators, HR executives, HR managers, deputy and assistant HR managers, and HR heads. Because the study was premised to assess how E-recruitment affects HR departments' efficacy, descriptive and inferential analysis were computed. The findings demonstrated that e-recruitment significantly affects the efficacy of the HR department in Pakistan's private sector. Difference in methodology exist between this and the previous research where descriptive research informed this study unlike the outgone one which was causal in nature.

Sultana (2023) concentrated on improving the organizational performance of Hishabee Technology Limited and digitizing the E-Recruitment system. Interviews with Hishabee Technology Limited employees and firsthand observations made during the internship time were used in this study that employed qualitative research methods. From the obtained results, electronic recruitment was underscored as a crucial part of HRM and, as such, plays a major role in an organization's performance. The research indicated that effective HRM practices could be achieved by integrating the development of online recruitment sources, training recruiters about e-recruitment software, resolving technical issues during online assessments, and building a strong employer brand. The new study combined qualitative and quantitative research, whereas the previous study used a qualitative research design.

The efficacy of e-recruitment approaches on staff retention in multinational organizations was the main emphasis of Kowo et al. (2019) study. In accordance with the goals of the study, two research questions and two hypotheses were developed. The chosen population of Unilever Nigeria Plc was given questionnaires. E-recruitment techniques were analyzed in relation to their impact on employee retention using corporate and commercial websites. Through the use of the statistical program for social

science (SPSS) and data preparation grid, both manual and computerized approaches were utilized in analysis. Also, statistical tools to aid in the interpretation of the findings, including analysis of variance (ANOVA) and regression analysis for evaluating hypotheses were included. Conclusions for both the corporate and commercial websites were shown to be crucial in explaining staff retention, according to research that used analysis to estimate trends. The study's findings supported previous research suggesting that the two variables have a beneficial link. The results also showed that managers of human resources ought to be aware of the connection between staff retention and e-recruitment strategies. The study conducted in Nigeria was followed by a study conducted in Kenya.

2.3.2 E-Training and Employee Performance

The impact of e-learning in improving employee performance was emphasised in the investigation done by Areiqat and Al-Doori (2018). Areiqat and Al-Doori were interested to know how Jordanian banks perceive e-learning through the use of modern instruments such as the Internet, CDs, satellites and computerized websites. A telephone poll of 40 employees from seven banks was used to determine the role of e-learning in staff development at these institutions. Because the training delivers up-to-date material, the results demonstrated that e-learning tends to boost employee competency in terms of knowledge and abilities. Furthermore, all respondents believed that e-learning is more valuable to them than traditional learning and that it costs banks less. This study only focused on one HR management system, namely e-learning, which represents a conceptual gap.

Hassan et al. (2020) focused on e-learning and development, motivation and present employees in academia. The findings of this study showed that e-learning and

development are important variables in improving scientists' work. E-learning is another result, and development is also considered as a technique to push academics to improve their performance. This study used a case study research approach in comparison to the outgone one which was informed by a descriptive survey research design.

Sal and Raja (2016) studied how professional enhancement affects employee productivity. This study was based on numbers. The goal was to see if staff performance and productivity are affected by training and development. The data was dissected and evaluated. The results revealed that the variables, the Pearson correlation employed in the study, and Cronbach's alpha for each questionnaire all had a significant association.

Palladan and Palladan (2018) took a sound theoretical approach to employees' perspectives on pay computerization and its impact on productivity. The study was qualitative in nature. To construct a theory, a sound theory is sometimes used. To participate in the study, eleven collaborators were carefully chosen from three distinct institutions. Employee productivity was increased by accurate wage calculations, rewarding labour, and prompt payment of employee perks, according to this study. This report made various recommendations and suggested more research topics. Grounded theory informed the research, resulting in a theoretical gap. The technological acceptance model, the equity theory, and the AMO model was used to inform the current research.

The potential of electronic payment solutions to mitigate salary theft in select ministries of the Bayels State was examined by Etale and Pouzigha (2020). The specific goal was to determine how much wage fraud could be avoided by using electronic payment

methods. To do this, a research project was chosen. The results indicated that while there is a positive correlation between wage theft and all three electronic payment system components (BIN, BVN, and ETS), the link was not significant at the 5% level. The study made recommendations based on the findings for the government's immediate action to ensure that every worker in the state of Bayelsa's departments complies fully with BIN. Because this study was limited to the state of Bayelsa, it had a narrow scope. Kenya served as the study's location for the current research.

D Rozario (2018) was mostly concerned with payroll management systems and personnel database initiatives. Adopted was the desktop research design, which underpinned the implementation of D Rozario study. Research indicated that employee databases and payroll management systems were engineered to automate current manual processes through the use of comprehensive computer hardware and software that fulfills their requirements. This allows for the easy storage of their valuable data and information for extended periods of time, as well as the same manipulation. Easy to use and widely available were some of the identified parameters that guided the necessity of a software. With the help of this web application, one could examine and handle electronic notes without receiving extra notes. There were methodological flaws in this study because it used a desktop research approach.

An investigation carried out by Ismail et al. (2022) was interested to understand the aftermath of e-training on employee performance. Eighty data were gathered from general management and human resources department respondents via an online survey questionnaire, as part of the quantitative research approach. The findings showed that the factors had no meaningful relationship with one another. The study recommended the manufacturing sector to embrace a range of e-training platforms to enhance worker

performance. The focus of the current study is the Kajiado county administration, while the manufacturing sector was the focus of the previous study.

In the circumstance of e-training and development, Sehgal and Nanda's study from 2023 related cognition factors and job performance. Finding any correlation at all between e-training and increased job efficiency was the aim of the study. A training needs analysis was a starting stage in determining an organization's level of proficiency. This tactic could be used by the corporation to improve the competency of their workforce to enhance output, quality, and consumers' happiness. Results manifested how important e-training is for e-training and growth in all its forms. The effectiveness of a company's online training methods, online training system, and supporting infrastructure all act a part in the success of its e-training and development initiatives.

Akpoviroro and Adeleke (2022) study focused primarily on the moderating influence of e-learning on employee professional enhancement in Nigeria. This study employed ex post facto, experimental, and survey research methods. The research design that was used for this study was quantitative. Questionnaires were distributed to a sample of 260 workers, or a subset of the 726 workers of the administrative division at Kwara State University. The results showed that e-learning is a useful tool for raising learning celerity, improving staff engagement, alleviating loitering vice at work and allocation of challenging jobs. Thus, it was concluded that employees with less workloads require a lot of engagement with e-learning to nurture responsible behavior. It was also shown that e-learning increases employee productivity, which in turn improves job quality and performance. The study showed a methodological gap by using survey, experimental, and ex post facto research methods.

Anho (2022) focused on the ways in which principals' administrative responsibilities for e-training and development impacted the effectiveness of secondary school teachers' work. Out of the 15356 total population, 659 principals and teachers were chosen through the use of the stratified random sampling technique. There were two questionnaires which were developed and utilized to seek information from responders. The initial was called "Questionnaire on E-Training and Development Use by Principals as Administrative Task for Job Performance of Secondary School Teachers". The first checklist addressed easily accessible information sources in schools, while the second was called the "Teachers' Work Performance Scale Questionnaire." The study found that, among other things, school stakeholders had not embraced the use of electronic resources in teaching and administration, and that there is a lack of essential ICT resources (hardware and software). Furthermore, there existed a direct link between the use online training and the productivity of their faculty. In the current study, the dependent variable was teachers' job performance, not the performance of county employees.

Janna et al. (2021) concentrated on how strengthening employee resilience, career development, and e-training might boost productivity in Indonesian state-owned enterprises. This study examined how employee resilience, career development, and e-training affect state-owned enterprises' survey service productivity in Indonesia. Purposive sampling was the method employed, and 270 respondents provided valid responses. Quantitative research methodology was also applied. Five-point Likert scale questionnaires were distributed in order to gather data. Amos 24 tool helped in doing data analysis where structural equation modeling (SEM) was used to conduct exploratory factor analysis. The findings demonstrated that career development and e-

training significantly increased employee resilience. Employee productivity was significantly positively impacted by professional advancement. E-training, on the other hand, has little impact on worker productivity.

Wiradendi Wolor et al. (2020) sought to understand the consequences of e-leadership, e-training, and work-life balance on employee performance during COVID-19. The study encompassed millennial workers that are employed at a Honda motorcycle dealer situated in Jakarta, Indonesia. Two hundred samples in all were collected. The sampling approach combines the side probability method with the proportional random sampling methodology. The research was quantitative in approach with the use of structural equation modeling and survey approaches. The study's conclusions first showed how e-leadership, e-training, and work-life balance improve employee motivation. Second, e-leadership, e-training, work-life balance, and workplace motivation all enhance worker performance. The findings indicated that in order to maintain the best possible staff performance and employee motivation, firms required to prioritize e-leadership, e-training, and work-life balance—especially during the COVID-19 pandemic when work was done remotely. While the last study was carried out in Indonesia, this one was carried out in Kenya.

Selase and Avenorgbo (2021) examined how e-training affected workers' performance in SMEs during the COVID-19 epidemic. To realize the major target, a quantitative technique was taken. Surveys were carried out by the study to gather information from the personnel of the different SMEs. To meet the research goal, both descriptive and inferential analyses were performed. Frequencies were used for frequency-based descriptive analysis and interpretation of the data. Furthermore, correlation and regression analyses were performed to ascertain the type of effect and association

between employee performance and e-training. The results showed that there is a substantial correlation between employee performance and e-training methodologies and infrastructure. The results showed several difficulties that the employees had using the online training. These include poor acceptance rates, bandwidth and connectivity restrictions, computer illiteracy, SMEs' lack of awareness, a shortage of high-quality e-learning content, and the need for significant expenditure in both the development and implementation phases as well as ongoing maintenance. According to the study's findings, SMEs could maintain their competitiveness in the market by providing training to help employees perform better.

The role of e-training for HRM staff in management development training institutions was the main emphasis of Balogun and Enemuo's (2022) study. In response to the suggestion made by earlier researchers that information technology affects human resource practices in organizational performance, the study's goal was to present data on the relationship between e-training and the human resource management department in a few chosen management development institutions in Lagos. After conducting regression studies to investigate the suggested associations, it was discovered that, in line with the hypothesis, the independent variable significantly positively correlated with human resource management inside an organization. The study suggested using information and communication technology training to enable proper improvement among the human resource management professionals in an organization. The study stated that the use of ICT ensures the efficiency of staff departments for human resource management.

Islam (2022) concentrated on how job performance is affected by e-training and development, specifically in relation to Arab countries. The major intention was to

investigate how employee performance is affected by e-training. Determining an organization's skill level starts with a training needs analysis. Consequently, this enables the organization to formulate the essential policies and procedures for staff training, thereby boosting output, caliber, and client contentment. The study's conclusions demonstrated that every aspect of e-training and growth has a significant influence on e-training. The success of an organization's e-training and development initiatives depended on preparedness in infrastructure, methodological and pedagogies, expertise and system efficiency.

Alkashami (2022) examined the mediation of work motivation in the relationship between e-leadership and e-training and employee performance. Seven relationships in all were suggested. Two indirect and five direct correlations were examined. According to recent studies, there was a strong positive correlation between employee performance and motivation at work and e-leadership and e-training. However, there was little correlation between work motivation and employee performance. The current study also discovered a negligible mediation role for job motivation in the association between employee performance and e-leadership and e-training. This study was conducted in Kenya, whereas the previous one was conducted in Bahrain.

2.3.3 E-payroll Management and Employee Performance

One digitalized approach to compensation administration is called e-payroll management. All monetary gains, services, and perks given to workers that give the jurisdiction account for their compensation. It is encircled by commissions, bonuses, incentive payments, and employee wages and salaries (Akter & Moazzam, 2016).

The concept of e-payroll refers to the process of implementing electronic tools in this type of payroll management. A company can collect, store, and manage employee

compensation data with the use of e-payroll, also known as an electronic compensation management system. E-payroll is a web-enabled solution to a range of compensation tools. It has also been defined as the process by which businesses support the planning and administration of compensation through the use of digital and new technologies, thereby rewarding and motivating their workforce. The idea is to give employees information about benefits possibilities and give them the chance to choose benefit plans online.

Organizations have been adopting e-payroll management systems more frequently in recent years, believing that doing so enable them to saving on costs and improved services (Bondarouk et al., 2017). Reducing administrative expenses and the time required for compensation planning is one of the main benefits of utilizing e-payroll systems to handle compensation planning and administration. Organizations are using technology applications known as e-payroll, according to Wibawa, et al. (2022), to support the compensation process in three main ways: payroll system automation; compensation system design, communication and administration of benefits, and payment through workforce e-services, which will consequently lead to employee performance.

Wibawa et al. study from 2022 looked at how computerized payroll and accounting affected internal control effectiveness. The sample approach was conducted using the census or saturation sampling method. The research tool utilized was a questionnaire. The statistical method employed by IBM Statistics SPSS to process the collected data. It was uncovered that, e-payroll and e-accounting each significantly affect internal control effectiveness in a different way. Internal control efficacy is impacted simultaneously by e-payroll and e-accounting. The independent variables, e-accounting

and e-payroll, have an effect on the dependent variable, the effectiveness of internal control. In the current study, the dependent variable was employee performance; in the prior study, the dependent variable was internal control.

Owino and Mandago (2022) concentrated on how Sacco performance in Uasin Gishu County was affected by payroll outsourcing methods. The target population for this study, which used an explanatory research methodology, was all 20 SACCO's employees in Uasin Gishu County. Standard deviation, mean, frequencies, and percentages were computed. Multiple regression analysis and inferential correlations were utilized to determine how Sacco performance in Uasin Gishu County was affected by payroll outsourcing methods. The study's findings showed that SACCOs' performance is significantly impacted by payroll outsourcing procedures. While the current study concentrated on county government, the previous study concentrated on SACCOs.

The effect of performance benefits and payroll control systems on employee performance at Bappeltibangda Cianjur District was the main emphasis of Gunawan et al. (2024) study. Descriptive research was the research methodology that was employed; it analyzed the study findings without making more generalizations. Employee performance was assessed against the Payroll Control System variable and Performance Allowance. 84 individuals were surveyed in field investigations using questionnaires, and literature searches were used to supplement the data. It was uncovered that employee performance at Bappeltibangda Cianjur Regency, performance benefits, and the payroll control system are significantly correlated. The findings demonstrated a substantial association betwixt the payroll control system,

allowance factors and the workers performance variable. Payroll management was the only HRMS included in the study; other HRMS were not included.

2.3.4 E-performance management and Employee Performance

The organization, execution, and use of ICT in PMS management is known as e-performance management. E-performance management is a component of e-HRMIS. A web-based solution called E-performance management was created to make reviews in businesses simpler (Al Haziazi, 2020). It is feasible to connect organizational plans, policies, and practices with the performance management process by using IT-enabled PMS (Bhattacharyya, 2017). This saves on time when conducting the performance review process. It also creates visible permanent records, which in turn motivate employees, who perform better. Accurate productivity estimation will be provided by this, assisting in the creation of compensation and promotion plans.

In addition, an e-performance management system offers adaptable application components for creating and implementing long-term performance management goals, performance-based compensation plans, and individual performance policies (Khashman & Al-Ryalat, 2015). Data management are further enhanced by e-performance HRMS. Moreover, resources required by management with the use of an electronic evaluation system are availed. This could include underachievers and high performers, needs for training and development, goal alignment, goal progress, and department-specific ratings. Additionally, the system facilitates feedback, which is critical for each employee's development and motivation inside the company. Feedback can be both good and negative. It's critical to assess how successfully workers have adapted to their new responsibilities. Whether they have performed up to par or not, information turns into a very useful instrument. Lastly, it aids in the organization's legal

protection (Bharti, 2015). Appropriate performance documentation can assist in preventing lawsuits alleging unjust termination.

HRIS applications for payroll, performance management, training and development, and recruitment and selection collectively provide prime-quality, congruent, and compatible data that facilitates effective and efficient decision-making for organizational competitive advantage, according to Midiwo's (2015) study. The findings provide more evidence that HRIS lowers operating costs as compared to manual systems since it facilitates faster and more accurate data maintenance.

Mbugua (2015) investigated how Kenya Commercial Bank's HRIS contributed to organizational effectiveness. The study discovered that, among other significant factors, HRIS-based employee performance appraisal has improved collaborative relationships, stakeholders' perceptions of the business, the efficiency and quality of work and services provided, the prospects for change management due to low resistance to change, and more.

The impact of the electronic presentation management system on Sacco's organizational effectiveness in Kenya was researched by Njeje et al. (2018). This research was based on the technology adoption idea. The findings revealed that how SACCOs managed electronic presentations had a major impact on their performance. As a result, this study suggested that firms improve data management in the field of performance appraisal in order to provide timely and efficient services to employees. The study was based only on technology acceptance theory, resulting in a theoretical gap. The technological acceptance model, the equity theory, and the AMO model was used to inform the current research.

Ullah et al. (2021) examined preciseness of computerized appraisal systems in a developing economy non-profit organization. This was a descriptive study. A total of 352 questionnaires were included in the study, and the data was analysed using structural equation modelling. It was coined that the proficiency of the evaluators to challenge performance reviews that were judged to be unfair or inaccurate greatly influenced employees' perceptions of the accuracy of electronic performance reviews. In addition, clearly communicating standards and responding to recent assessments had a moderate impact on employees' perceptions of the accuracy of e-PAs. This study did not link electronic performance appraisal systems to employee performance and thus represents a conceptual gap. The focus was on the impact on electronic performance appraisal systems.

Nabangala and Amuhaya (2020) looked at the impact of productivity management systems on worker productivity at KEFRI. The investigation was correlational. According to the findings, staff productivity was moderate, and performance monitoring negotiation had a moderate effect on employee productivity. Performance appraisal and communication/feedback have a substantial impact on staff productivity. Nabangala and Amuhaya adopted a correlation research design, whereas in this one, descriptive research design guided the inquiry.

Njeje et al. (2018) was thoughtful about of Sacco's achievement in Kenya using the e-PMS. The TAM model served as the research's direction. Both descriptive and inferential statistics were computed. The outcome demonstrated that Saccos achievement was significantly impacted by the e-performance management system. It was advised that more research be done on the effectiveness of organizations in other

developing countries using alternative metrics of organizational performance by investigating e-HRM components other than e-performance management systems.

Michael-Ofre and Opusunju (2021) focused on the impact of E-performance appraisals on staff attainment at the Presidential Amnesty Program Office in Abuja. Using a census sample, the study employed a survey research methodology to collect primary data from 122 management and operational level staff members of the Presidential Amnesty Program Office in Abuja. Surveys that were filled out and returned yielded a response rate of 100%. Staff performance at the Presidential Amnesty Program Office in Abuja was found to be impacted by e-Performance Appraisal. E-Performance Review was the least significant of the proxies studied, although goal-setting and feedback are crucial. While the last study was carried out in Nigeria, this one was carried out in Kenya.

An analysis of employee opinions regarding an e-performance HRMS in a semi-governmental organization in Mauritius was conducted by Ramphul et al. (2022). This study was set out to assess the e-PMS implemented in a semi-governmental organization, as well as whether or not staff members are aware of its existence and operational principles. According to the analysis, every staff member was familiar with the idea. In addition, each employee had a responsibility to access their e-PMS; for this reason, they were aware of the system since failing to do so results in a lower score. Additionally, the goal was to look into the e-PMS's shortcomings from the perspective of the employees. It was discovered that there was a lack of openness during the employee appraisal process and that the KPIs and RRs were poorly defined, both of which causing issues were for the employees. The results of the investigation showed that a variety of factors both favorably and negatively affect how employees use and

accept the electronic PMS, and that the e-PMS's shortcomings subsequently affect how employees use and accept the online system.

Windasari (2019) focused on the effects of the online appraisal system and civil servants' greater remuneration on performance in the regional secretariat of Mojokerto City. The researcher also included satisfaction serving as an intervening variable and assessed if it intervenes between the appraisal system and performance. This study employed both a quantitative and explanatory methodology. The study's conclusions showed that: 2. The E-Performance appraisal system significantly improves performance; 3. Civil servants' additional income significantly improves job satisfaction; 4. Job satisfaction positively impacts performance; and 5. The combination of the E-Performance appraisal system and civil servants' additional income significantly improves performance through job satisfaction.

Pratiwi et al. (2021) focused on the use of e-performance as a tool to assess the state civil apparatus's job performance. The Lamongan Regency Regional Personnel Agency's e-performance implementation is legally supported by Regent Regulation Number 20 of 2019. This tool governs the granting of Additional Income Improvement to civil servants. This system is closely monitored by each ASN supervisor, and e-performance evaluation can enhance ASN performance. While the last study was carried out in Yogyakarta, this one was carried out in Kenya.

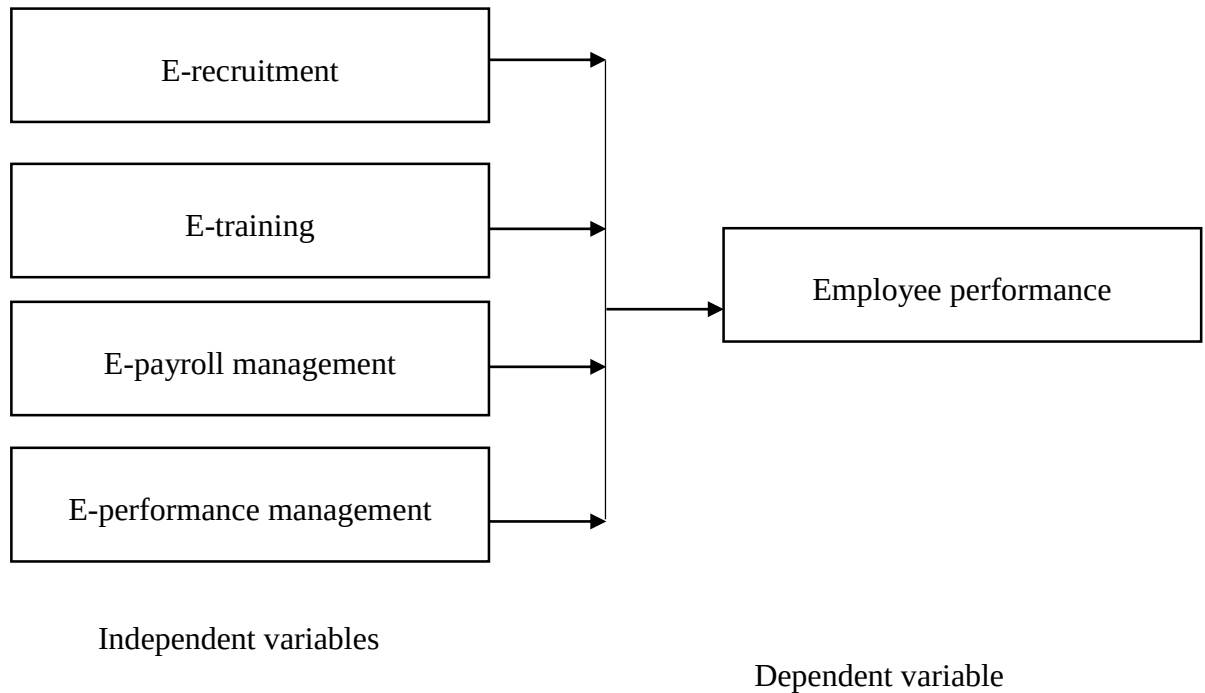
2.4 Conceptual Framework

As put by Grant and Onsaloo (2014), a conceptual framework offers researchers a coherent structure of interconnected ideas that facilitate the visualization of the relationships between theories in a field from a conceptual standpoint. E-recruitment, e-training and development, e-payroll management, and e-performance management

were the study's independent variables. The employee performance made the dependent variable.

Figure 2.2

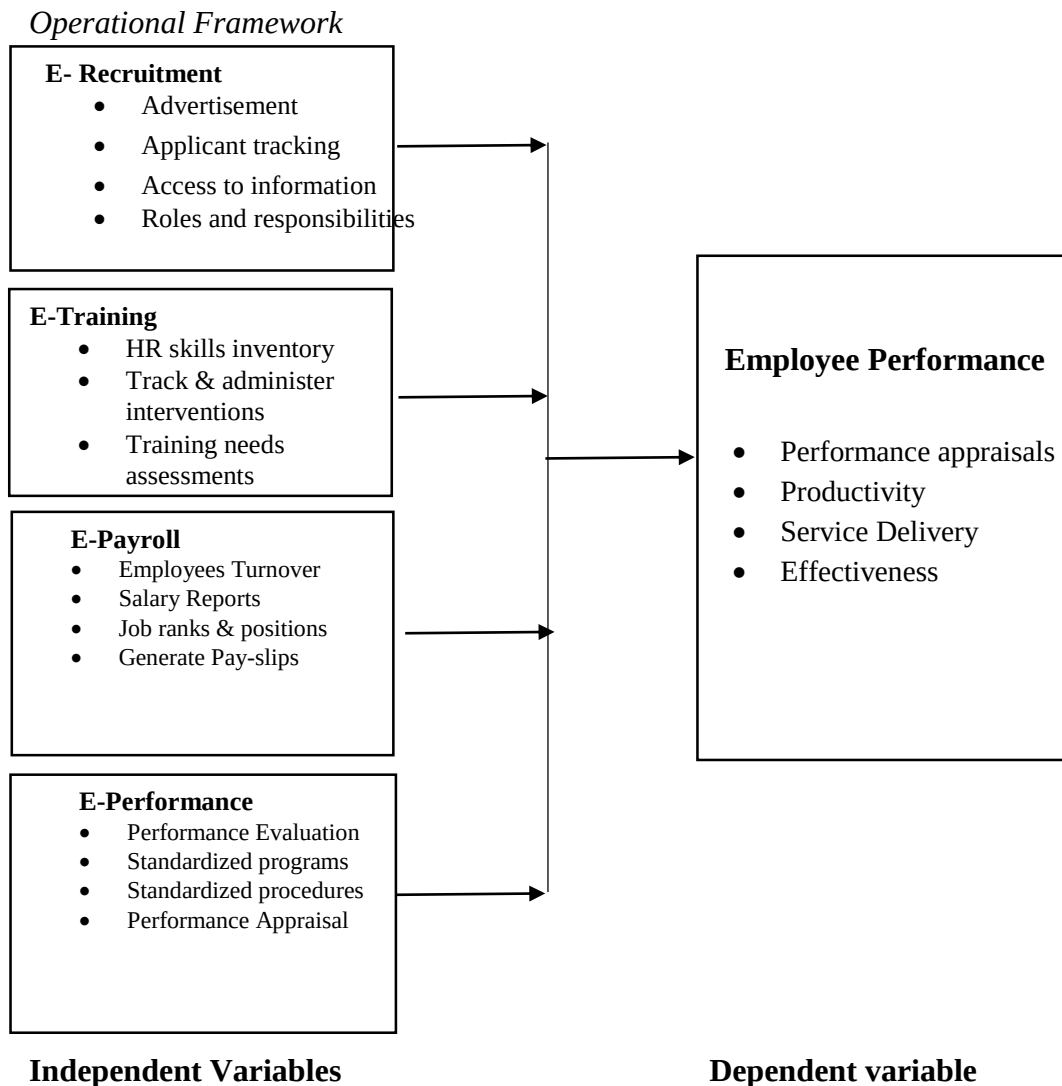
Conceptual Framework



2.5 Operational Framework

This normally depicts the association of independent variables with parameters of measure and their various influences on the dependent variable. According to Fitkov-Norris and Yeghiazarian (2016), the operationalization of research variables has been a big challenge affecting many scholars as it involves proper identification of variables under study. The study developed measures of all the guiding objectives, which finally led to the development of the operational framework. The operational framework was presented in Figure 2.3.

Figure 2.3



2.6 Summary and Research Gaps

This chapter started by explaining the theoretical propositions that guided the inquiry which included; TAM model, the equity theory and AMO model. The technology acceptance model informed the independent variable since e-recruiting, e-training, e-payroll, e-performance management, and e payroll system are all sorts of technology. The theory explained the need for computer acceptance amongst company employees which enhances their performance. Equity theory further explained that employees must believe that the wage and other compensation provisions they receive are commensurate with what they contribute to the compensation process. Employees

perform better when they have the ability to do something, are motivated to do the task they want, and their work environment gives the necessary support and opportunities for expression, according to the AMO model.

According to the research, most types of e recruiting had a good and significant impact on employee performance. However, several features of electronic recruitment had no discernible impact on employee performance. In addition, past studies have discovered a link between e-training, e-payroll, e-performance management, and employee performance while using an e-payroll management system.

Various intermissions and areas requiring to be bridged have been identified in the literature to date, including scope gaps, theoretical gaps, conceptual gaps, and contextual gaps. Different explorations been conducted in different countries, presented gaps in scope. The study by Alateyah (2019) was conducted in Saudi Arabia. Etale and Pouzigha (2020) was done in the state of Bayels. Studies are currently underway in Kenya.

Various studies also have theoretical weaknesses. Tsuma (2017) study was based on the RBV, TRA and UTAUT. Palladan and Palladan (2018) was informed by solid theory. The research of Njeje et al. (2018) was based on the theory of technology acceptance. The current study was informed by technology acceptance model, the equity theory and AMO model.

Conceptual shortcomings are also presented. Daniel (2019) study focused on electronic recruitment and organizational presentation, revealing conceptual gaps. The current study focused on e-recruitment and employee representation. The studies of Mwangi and Reuben (2019) and Sal and Raja (2016) only focused on one e-HR management

system, namely e-learning, which represents a conceptual gap. E-recruitment and e-learning, e-pay management system, and e-performance management are the four electronic human resource management systems studied in this study. Ula et al. (2021) focused on the perceived accuracy of electronic performance appraisal systems. This study did not link electronic performance appraisal systems to employee performance and thus represents a conceptual gap. The focus was on the impact on electronic performance appraisal systems.

Methodological gaps have also been presented. Hassan et al. (2020) study adopted a case study research design. D Rozario (2018) adopted a desktop research design. Njeje et al. (2018) employed a cross-sectional technique. A correlational research design was used by Nabangala and Amuhaya (2020). A descriptive research design was used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology for implementing the research idea for the exploration is covered. Covered encompassed a section on research design, target population, sampling and techniques, data gathering tools and data gathering procedures, data quality assurance mechanisms and the ethical observations observed throughout the period of undertaking the research.

3.2 Research Design

The construction ideologies surrounding collecting and analysis of data in a way that ties its relevance to the investigation's objectives and the procedure's economics is known as research design. A good study design, in the opinion of Sekaran and Bougie (2010) has a specific goal and fits the research question and proposed research method. Mugenda and Mugenda just define a framework or research strategy in 2003. Orodho (2003) defined study design as a framework for obtaining and analysing data relevant to the research question. Moreover, it characterizes research design as an approach, framework, or strategy for coming up with answers to research problems.

This study employed a descriptive survey research design. This one is concerned with identifying and considering how things are (Mugenda & Mugenda, 2003). When data is collected to characterize people, organizations, situations, or occurrences, descriptive research designs are used (Creswell, 2003). There are also sufficient facilities for bias prevention and optimal dependability in the design (Kothari, 2009).

3.3 Target Population

This encompasses all groups that satisfy the given standards and are populations in need of data (Sarantakos, 2005). The target population for this study was all employees of Kajiado County Government. The total number of employees in Kajiado County Government was 1,689 employees, according to the 2020 Kajiado County Human Resources Report and Annual Financial Report. The employees who are actively involved in HR management were specifically targeted as respondents since they are most directly affected by HRIS implementation and hence could be trusted to provide reliable data.. They were expected to offer accurate data on the impact of implementing HRIS practices on employee performance.

3.4 Sampling Frame

Scientists rarely have direct access to complete populations of people who are interested in social research; instead, they must rely on the sample frame to represent all members of the intended group (Currivan, 2009). A sampling frame from a list is simply a framework consisting of a list of target population units; the objective of the sampling framework is to give a mechanism of obtaining the representative participants who answer the developed instruments (Turner, 2007).

Table 3.1

Sampling Frame

Strata	Target Population
Management level	108
Unionisable Employees	1581
Total	1689

3.4.1 Sample Size

According to Kothari (2009), these terms refer to a way for acquiring samples from a sample frame. To obtain the sample, a 95% confidence level and an alpha level of 0.05 informed this. This amounted to a 5% margin of error, and a standard deviation of 0.5. This research adopted Krejcie and Morgan (1970) formula as follows.

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

Where;

S = required sample size

X^2 = the table value of Chi-Square for 1 degree of freedom at the desired confidence level = .05 = 3.8416

N= the population size

P= the population proportion (assumed to be 0.50 since this would provide the maximum sample size)

d= the degree of accuracy expressed as a portion (.05) = 1.96

$$\begin{aligned} S &= \frac{(1.96)^2 * 1689 * 0.5 (1-0.5)}{(0.05)^2 * (1689-1) + (1.96)^2 * 0.5 (1-0.5)} \\ &= \frac{3.8416 * 1689 * 0.5 * 0.5}{0.0025 * 1688 + 3.8416 * 0.5 * 0.5} \\ &= \frac{1622.1156}{4.22 + 0.9604} \\ &= 313.12 \\ n &= 313 \end{aligned}$$

Table 3.2

Sample Size

Strata	Population	Sample size
Management level	108	20
Unionisable Employees	1581	293
Total	1689	313

3.4.2 Sampling Technique

A sample technique is the mechanisms applied to get participants out of the big group possessing corresponding traits (Kothari, 2009). Sampling is used to ensure that specific individuals of the population are picked to represent the total population. Because the study's target population comprised employees from different levels of management, a stratified sampling technique was used. When the population to be sampled is homogeneous, stratified random sampling is used (Oso & Onen, 2009). Based on this, the target population was categorised into two that is union employees and managers. From each stratum, respondents were picked through simple random sampling who now constituted the sample. This ensured that all categories were adequately represented without bias.

3.5 Data Collection Instrument

A questionnaire was used in the survey to collect data from participants. Both closed- and open-ended structured and unstructured sentiments were used to get the same answers from respondents. Specifically, a Likert scale questionnaire was used. The Likert scale was: 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree. The ease of use of this kind of instrument during the analysis was advantageous to the researcher. In addition, the questionnaire saved money and efforts when working with a large number of respondents because it is easy to use.

The questionnaire's Part (A) gathered demographic data about the respondents, including gender, age, experience, education level and standing in the community. Part (B) of the questionnaire, was composed of questions examining the independent variables while section C composed of questions for the dependent variable. The Likert scale was used to assess three aspects of HRIS practice: decision-making, e-payroll management, e-learning and development, and e-recruitment and selection. Section C of the questionnaire asked about employee performance. From "strongly disagree" to "strongly agree," the Likert scale offered a range of options.

3.6 Data Collection Procedure

A cover letter from the KeMU Postgraduate Studies was sent to the researcher. The researcher obtained permission to collect data from respondents by providing the questionnaire and a copy of the survey cover letter by contacting the Director of Human Resources at the Kajiado County Government and using the notification letter. The tool was distributed and collected after respondents had finished the survey using a drop and pick later technique. Regular monitoring in order to remedy low response rates. The completed tools were taken at the appropriate location agreed upon by the researcher and the respondent.

3.7 Pretesting the instrument

Cooper and Schindler (2008) propose that before continuing with a study, researchers should test data collection technologies. The trial's goal is to find areas of uncertainty in the issue, as well as flaws in research methodology and data collection methodologies. In this investigation, up to 10% of the sample size of Narok County government personnel received questionnaires at random. Narok County was selected

as the cite for pretesting since it neighbours Kajiado County and hence they have similar administrative and socio-economic contexts hence the results would be comparable. Pilot studies with five to ten percent of the sample population were appropriate borrowing the advice given by Mugenda and Mugenda (2003). The pilot responders were excluded from the final analysis.

3.7.1 Validity of the research Instrument

Construct validity and content validity were both applied in this study. In order to achieve construct validity, the developed tool was separated into multiple sections, each of which evaluated data for a distinct goal and also made sure that the data closely aligned with the study's conceptual framework. Two supervisors in the field of education management thoroughly examined the questionnaire to confirm its content validity. They were asked to assess the statements in the survey for their applicability. Before putting the instrument through the last round of data collection, it was suitably altered in light of the evaluation. Their review feedback was taken into consideration to improve the content validity.

3.7.2 Reliability of the research Instrument

This testing was done on the questionnaire to make sure that any biased or erroneous ones are eliminated. An instrument's reliability is evaluated by calculating each questionnaire item's Cronbach's Alpha coefficient and presenting the results as a whole. The Cronbach's alpha coefficient ranges from 0 to 1 (Taber, 2018) and for a value of 0.7 and above, it depicted reliability. The dependability of the 31 questionnaires that were piloted was examined in this study. To gauge reliability, the Cronbach Alpha Coefficient was utilized. A greater reliability score denoted a high correlation, indicating that the items in the tools are very consistent. The study's reliability cut-off,

which was 0.7, will be accepted as a reliable indicator. Consequently, a score of less than 0.7 indicated rejection, and a score of more than 0.7 indicated that the investigation should proceed.

3.8 Data Analysis and Presentation

Kothari (2009) delineate data analysis as an operation of examining obtained information in order to make deductions and conclusions. The questionnaire was completed and reviewed for consistency and completeness before the responses were processed. The analysis was aided by the use of SPSS version 23, Statistical Packages for Social Sciences. Quantitative data were evaluated both descriptively and inferentially. Descriptive statistical tools can be used by researchers to evaluate the extent of their use and characterize data. Included are the proportion, average, and standard deviation. Regression analysis and correlation were used to look at the relationship between the research variables. Thematic analysis was used to analyse qualitative data form open ended questions, and the results were presented in narrative style.

3.8.1 Analysis Model

The following multiple linear regressions were used:

Bivariate models

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

Multiple Linear regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Employee performance

β_0 = Y-intercept (constant)

X_1 = E-recruitment

X_2 = E-Training and Development

X_3 = E-Payroll Management

X_4 = E-Performance Management

$\beta_1, \beta_2, \beta_3, \beta_4$ = Model coefficients

e is the error term

3.9 Diagnostic Tests

In order to establish the exact form of regression to achieve the aim of the investigation diagnostic tests were conducted. Apart from this, conducting diagnostic tests enabled have the assurance of accuracy and elimination of data bias (Field, 2009). The conditions checked included: multicollinearity, normality, linearity, heteroscedasticity and autocorrelation tests.

3.9.1 Multicollinearity Test

In the event of a strong connection between the key variables, it is referred to as multicollinearity and it impacts the importance of the individual variables. To ascertain non-violation or violation of this condition the Variance Inflation Factor (VIF) was computed (Thompson et al., 2017). VIF values less than 10, indicates that there is no multicollinearity problem, but a value more than 10 indicates the presence of one. Additionally, it is implied that the independent variables are not significantly correlated by a tolerance value larger than 0.2.

3.9.2 Normality Test

Observation of this condition guarantees that the data is regularly distributed. Having normally distributed data guarantees the superiority of adopted regression model. Both the Shapiro-Wilk and Kolmogorov-Smirnov tests were used to determine whether the data were normal. Thornhill et al. (2009) state that in order for the data to be considered regularly distributed, the probability value needs to be higher than 0.05.

3.9.3 Linearity Test

Scatterplots were used to test for linearity and display the presence or absence of a linearity (Jain et al., 2017).

3.9.4 Heteroscedasticity Test

The data exhibit heteroscedasticity if the error variance is not constant. Parameter estimates would be skewed if a regression model was run without taking heteroscedasticity into consideration. The homogeneity of fluctuation was tested using Levene's test for equity of change (Parra-Frutos, 2013). The variance of the error term

is constant, which is the null hypothesis. Acceptance of the null hypothesis implied a constant variance of the error term, with a probability value greater than five percent.

3.9.5 Test of Autocorrelation

To determine if the residual is serially correlated, an autocorrelation test was performed using the Durbin-Watson autocorrelation test. With a value between 0 and 4, the Durbin Watson test provides a test statistic: 2 indicates no autocorrelation, 0 to $2 < 2$ indicates a positive autocorrelation, and > 2 indicates a negative autocorrelation. The test statistic scores between 1.5 and 2.5 were deemed to be pretty (Field, 2009).

3.10 Test of hypothesis

In the Kajiado County Government in Kenya, the study tested the null hypothesis that e-recruitment, e-training, e-payroll, and e-performance have no statistically significant impact on employee performance. A 0.05 threshold was applied, meaning that probability values higher than 0.05 led to the null hypothesis's rejection and vice versa.

3.11 Operationalization and Measurement of Variables

Table 3.3 illustrates the operationalized and measured variables.

Table 3.3

Operationalization and Measurement of Variables

Variable	Type	Indicators	Analysis
Employee Performance	Dependent	-Performance appraisals -Productivity -Service Delivery -Effectiveness	Descriptive and inferential
E-recruitment	Independent	-Advertisement -Applicant tracking -Access to information -Roles and responsibilities	Descriptive and inferential
E- training & development	Independent	-HR skills inventory -Track & administer interventions -Training needs assessments -Record of training personnel	Descriptive and inferential
E-Payroll Management	Independent	-Employees Turnover -Salary Reports -Job ranks & positions -Generate Pay-slips	Descriptive and inferential
E-performance management	Independent	-Performance evaluation -Standardized programs -Standardized procedures -Performance appraisal	Descriptive and inferential

3.12 Ethical Considerations

In all phases of research design, researchers should take ethical norms into account while developing their investigative tactics, which is known as an ethical consideration (Fellows & Liu, 2015). To do research, the researcher needs permission from the

institution. Furthermore, NACOSTI granted clearance for the research. By treating the data collected from responders with the utmost confidentiality, high ethical standards were assured. The survey's purpose was also communicated to the respondents.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This section presents the findings and also discusses them. The descriptive outcomes and presented in tables and figures. Each table or figure is preceded by a discussion. Qualitative data is presented thematically with narrations enriching it.

4.2 Pre-test Results

Pre-test involved 31(10%) Kajiado County government who did not comprise the key informants. All the 31 pre-testing participants wrote their answers in the issued questionnaires. An illustration of this is presented in Table 4.1.

Table 4.1

Reliability

construct	Cronbach's Alpha	NO. of items	Verdict
E-recruitment	0.893	6	Reliable
E- training & development	0.770	7	Reliable
E-Payroll Management	0.792	7	Reliable
E-performance management	0.883	7	Reliable
E- Employee performance	0.869	6	Reliable

The results in Table 4.1 show that the reliability of each HRIS starting with the first construct to the DV which is performance—was 0.893, 0.770, 0.792, 0.883, and 0.869 respectively. Since these variables met the 0.7 and above reliability threshold, they were deemed sufficient for this investigation.

4.3 Response Rate

A total of 313 questionnaires were issued to the sampled responders in Kajiado County.

An illustration of the return rate is hereby displayed in Table 4.2.

Table 4.2

Response Rate

Response	No.	Percentage
Returned	231	73.80%
Unreturned	82	26.20%
Total	313	100%

A total of 231 surveys were completed and sent back. Consequently, 73.80% was the overall response rate, indicating a successful response rate. These results are in line with the advice of Babbie who gave a view that 60% rate is good (Babbie, 2004).

4.4 Demographic Characteristics

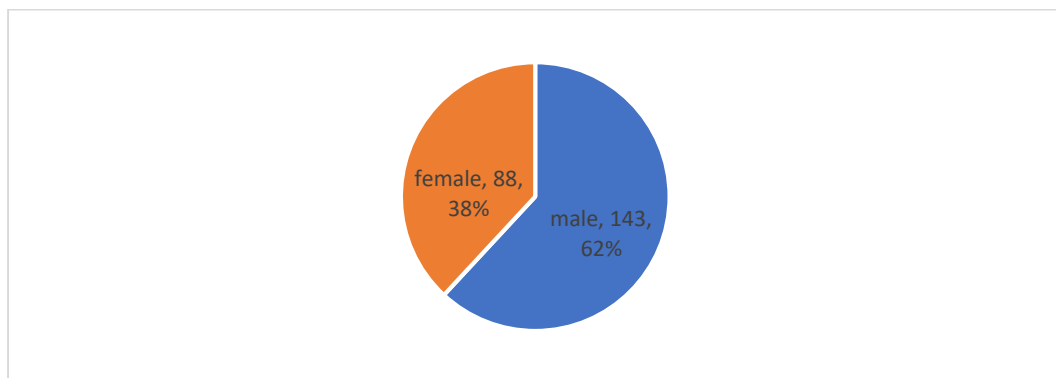
Some of the assessed parameters that were asked in order to have a clear understanding of who took part in the study range from gender, age, position held, education level, as well as number of years worked. Demographic data is crucial in research as it provides context and allows for a more nuanced understanding of research findings, particularly when generalizing to larger populations. It helps determine if a study's sample is representative, can serve as an independent variable in research design, and can be used to explore how demographic characteristics might moderate the impact of other variables (Ahmad, et al.,2023).

4.4.1 Gender

County government employees were requested to tick their gender. This is well illustrated in Figure 4.1.

Figure 4.1

Gender of the Respondents



From the figure, it is articulated that a better part of the participants were male (143(62%) while 88(38%) were female. This deduced that most Kajiado county employees were of the male gender category. The inclusion of gender in the study was important to obtain more inclusive and diverse results

4.4.2 Age

The participants needed providing the age bracket within which their years fall. This was observed as depicted in Figure 4.2.

Figure 4.2

Age of the Respondents

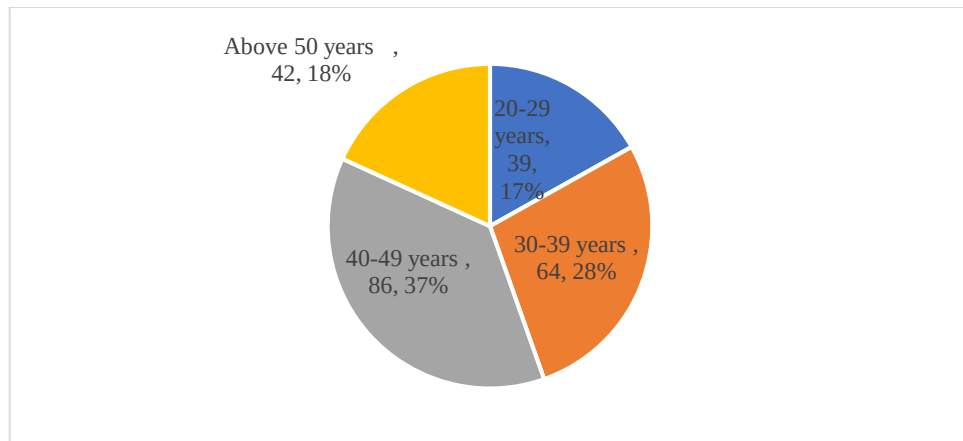


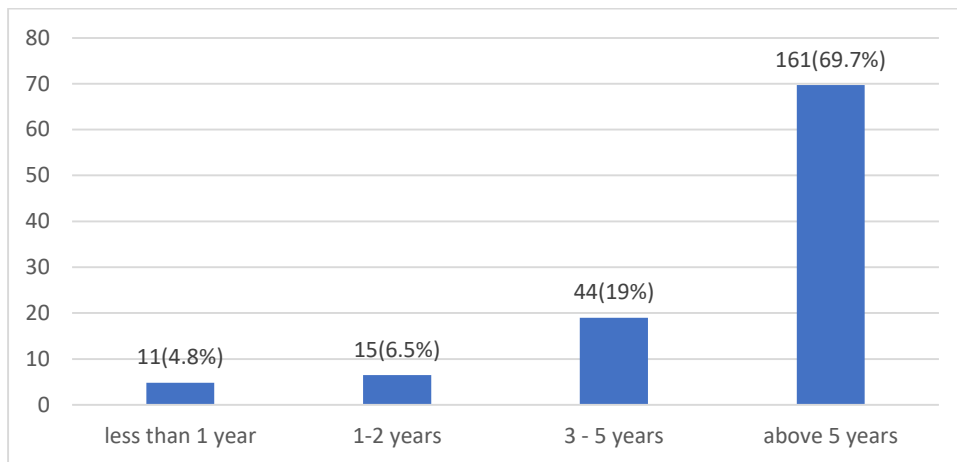
Figure 4.2 bring to attention that majority of the respondents who were 86(37%) were 40 – 49 years, 64(28%) were 30-39 years, 42(18%) were above 50 years while 39(17%) were 20 – 29 years. This implied that most Kajiado county employees were between 30 and 49 years implying that they were middle aged employees. The inclusion of age in the study was important as it enabled the researcher draw valuable establish if there were any correlations between age and the research results.

4.4.3 Number of Years Worked

It was also of value to establish the number of years worked by the sampled responders. As they answered, a summary of their responses is depicted in Figure 4.3.

Figure 4.3

Years Worked



From figure 4.3, 161(69.7%) county workers had worked in Kajiado county for more than 5 years, 44(19%) had worked in Kajiado county for 3 – 5 years, 15(6.5%) had worked for 1 – 2 years while 11(4.8%) for only less than 1 year. It is presumed that most Kajiado county employees had worked for more than 5 years.

4.4.4 Level of Education

In order to understand and rule out if the sampled population was well positioned to give relevant information, participants stood in need to announce their level of education. Their affirmations were analysed and a summary is found in Figure 4.4.

Figure 4.4

Level of Education

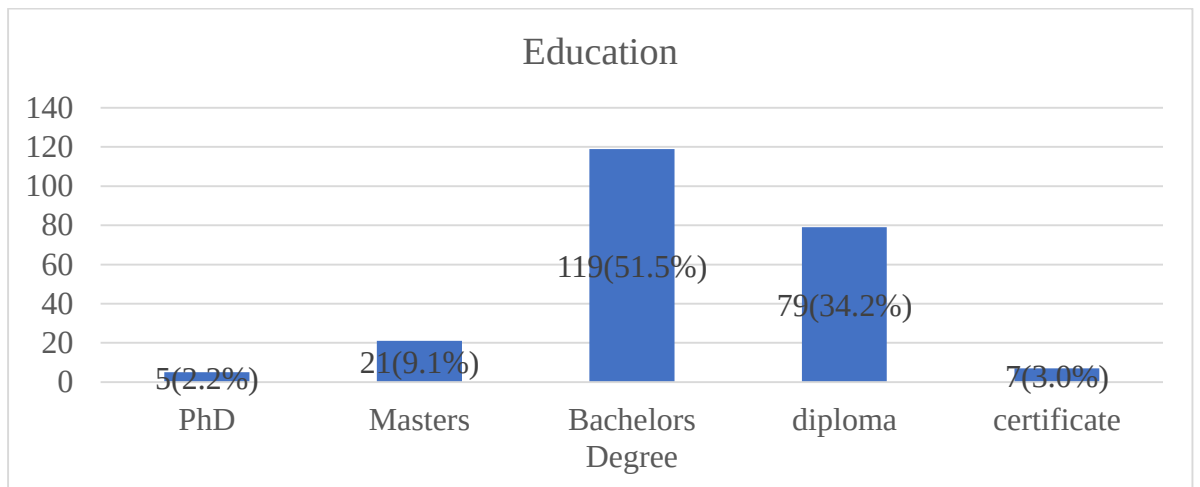


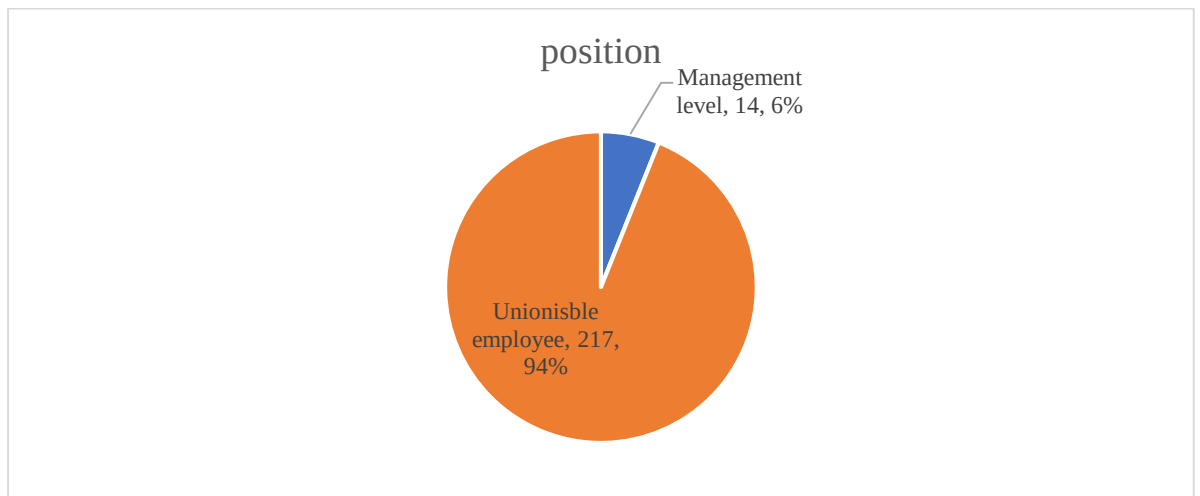
Figure 4.4, submits that a better part of the chosen participants, that is 119(51.5%) had acquired a bachelor's degree, 79(34.25) had a diploma, 21(9.1%) had a masters, 7(3.0%) had a certificate while 5(2.2%) had a PhD. This implicated that most Kajiado county employees were educated and thus had the ability to perform well.

4.4.4 Position Held

Since the employees served at different capacities within the county, it was necessary to understand their position of service. Volunteered responders did this, and a summary of their views is presented in Figure 4.5.

Figure 4.5

Position Held



The results express that the greater part of the respondents 217(94%), served as unionisable employees, with only 14(6%) serving in the capacity of management.

4.5 Descriptive Statistics Analysis

The objectives of the research inclusive of the variable on performance, had quantitative questions in a likert scale hence were analysed descriptively. From the tables, the researcher categorized the responses on, 5 and 4 (strongly agree and agree) to inform a level of agreement while for 2 and 1 (D and SD) interpreted as disagree. For the ticked responses in scale 3, the interpretation given was that respondents were neutral.

4.5.1 Descriptive Analysis for E-Recruitment

To metre and gauge on e-recruitment, six sentiments as indicated in the tool were given and what was required was the participants to tick how they perceived the indicated components such as, if they agreed, disagreement or were just neutral. Results are shown in Table 4.3.

Table 4.3*E-Recruitment*

Statement on e-recruitment:	strongly disagree	disagree	Neutral	Agree	strongly agree	Mean	Std. dev
Kajiado County deploys HRIS in their enlistment process	27 (11.7%)	6 (2.6%)	16 (6.9%)	72 (31.2%)	110 (47.6%)	4.00	1.32
it provide comprehensive database for applicant tracking	27 (11.7%)	0.00%	32 (13.9%)	66 (28.6%)	106 (45.9%)	3.96	1.30
it ensures timely access to information.	23 (10%)	8 (3.5%)	59 (25.5%)	59 (25.5%)	82 (35.5%)	3.73	1.07
it assures cost reduction in the enlistment process	26 (11.3%)	34 (14.7%)	37 (16%)	74 (32%)	60 (26%)	3.46	0.97
it facilitates speedy recruitment process	21 (9.1%)	10 (4.3%)	33 (14.3%)	90(39%)	77 (33.3%)	3.83	1.12
it allows the organization to assess accurate data	25 (10.8%)	2 (0.9%)	27 (11.7%)	65 (28.1%)	112 (48.5%)	4.03	1.33

Table 4.3 present that a better part of answerers as indicated by 182(78.8%) agreed with the view point that organization deploys HRIS in their recruitment process (mean=4.00). This infers that Kajiado county government uses HRIS during recruitment of their employees. The table also dispense that 172(74.5%) concurred with the statement that E-recruitment provide overarching database for contenders tracking (mean=3.964). This infers that use of the e recruitment systems enabled the county government to access their employee data base. Moreover, 141(61.0%) county staff had the acquiescence in the opinion that E-recruitment ensures seasonable and prompt access to key recruitment data (mean=3.73). This implies that E recruitment helped the county government to safe on costs.

The results are also preceded by 134(58.0%) who have the point of view that E-recruitment lessens and economizes the recruitment process (mean=3.46). This implies

that E recruitment helped the County government to save on costs. The results are also indicating that 141(61.0%) feel that E -recruitment enables and speeds up the recruitment process (mean=3.83). This infers that use of e recruitment enabled the county government to quicken the recruitment process. There were also 134 staff who are represented by 58.0% of who agreed that e-recruitment accurately and effectively allow authorized personnel to access information or otherwise of the staffing strategies (mean=4.03). This implied that e recruitment enhanced accuracy in the recruitment process. The study findings agreed with Akila et al. (2020) who found that e-recruitment significantly affects organizational performance. Mwangi and Reuben (2019) also discovered that a firm website enhances e-recruitment for highly sought-after personnel.

From the open ended questions, the respondents were asked to describe the e-recruitment processes provided by the organization. The respondent indicated that the e-recruitment helped the county to advertise job openings more broadly, collect applications electronically, and manage the recruitment workflow online.

4.5.2 Descriptive Analysis for E-training

To measure e-training and development, 7 statements in a tabular form were availed to the county staff expecting them to express how they felt to the best of their knowledge by indicating with a tick if they agreed, disagreed or were neutral. Their responses were analysed and consolidated in Table 4.4.

Table 4.4*E-training and development*

Statement	strongly disagree	disagree	Neutral	Agree	strongly agree	Mean	Std. dev
E- training supports decisions on career management and succession planning	13 (5.6%)	23 (10%)	37 (16%)	100 (43.3%)	58 (25.1%)	3.72	1.07
It also ensures up-to-date skills inventory	25 (10.8%)	28 (12.1%)	39 (16.9%)	86 (37.2%)	53 (22.9%)	3.49	1.26
It also ensures efficient management	21 (9.1%)	4 (1.7%)	39 (16.9%)	79 (34.2%)	88 (38.1%)	3.90	1.13
The criteria used for selection of employees to attend training are fair and just	26 (11.3%)	4 (1.7%)	58 (25.1%)	79 (34.2%)	64 (27.7%)	3.65	1.20
E-training increases efficiency in training development process.	21 (9.1%)	18 (7.8%)	58 (25.1%)	64 (27.7%)	70 (30.3%)	3.62	1.20
It also improves the generation of records on training expenses	47 (20.3%)	35 (15.2%)	27 (11.7%)	82 (35.5%)	40 (17.3%)	3.14	1.46
The information generated from our e - training helps our institution decide when training and skills development	22 (9.5%)	26 (11.3%)	31 (13.4%)	113 (48.9%)	39 (16.9%)	3.52	1.09

Table 4.0 shed light that, 158(68.4%) felt that E- training supports employee performance (mean=3.72). This implied that Kajiado County government prepared their employees for succession planning by use of the e training. This was followed by 139(60.1%) who thought that, E-training ensures timely skills acquisition (mean=3.49). This implied that the e training helped the county government to update their

inventories frequently. Conversely, more than a half of the workers serving in Kajiado county which were represented by 167(72.3%) fall in the opinion that they were convinced that E - training ensures efficient management (mean=3.90). This infers the ease in the use of e training enhanced management efficiency. There were also 143(68.4%) responses which had no benefit of doubt that the system fairly chose workers legible for training (mean=3.65). This implied that Kajiado county government used fair and just methods of training their employees.

Table 4.4 also present that, 134(58.0%) felt the adoption of E-training brought a lot of efficiency in the process (mean=3.62). This implied that training and development process was made easier with the introduction of e training in the county. Approximately a half of the county workforce 112(52.8%) were of the opinion ‘E-training improves the generation of records on training expenses (mean=3.14). This implies that e training enabled the county to monitor their training expenses. A higher number of respondents as compared to the preceding discussion which was a cumulative of 158(65.8%) noticed the advantage of having an e-training system that it gave recommendations on timelines and gray areas where trainings need to be focused on (mean=3.52). This infers that e training enabled the county government to be able to plan on the skills to develop on their employees. The study findings agreed with Areiqat and Al-Doori (2018) whose results demonstrated that e-learning tends to boost employee competency in terms of knowledge and abilities.

From the open ended questions, the respondents were asked to describe the e-training processes provided by the organization. The respondent indicated that the e-training helped the county in reducing costs, improving employee skills and knowledge, enhancing performance, and promoting flexibility. It allows for efficient and consistent

training delivery, scalable solutions, and provides valuable feedback and real-time insight.

4.5.3 E-payroll management

To count e-payroll management, 7 statements that communicate the effect of adopting e-payroll system were posed to the respondents requiring them to state their extent of consenting or dissenting. The level of consent and dissent is depicted in Table 4.5.

Table 4.5

Descriptive Analysis for E-payroll management

Statements on e-payroll	strongly disagree	disagree	Neutral	Agree	strongly agree	Mean	Std. dev
it assures the accuracy of data in payroll management	25(10.8%)	32(13.9%)	14(6.1%)	74(32%)	86(37.2%)	3.71	1.37
it improves the payroll interface with accounts for efficiency in payroll management	10(4.3%)	30(13%)	9(3.9%)	72(31.2%)	110(47.6%)	4.05	1.19
it improves the record of hours absent for effective payroll management	12(5.2%)	37(16%)	14(6.1%)	95(41.1%)	73(31.6%)	3.78	1.20
it improves generation of payslips	22(9.5%)	10(4.3%)	61(26.4%)	90(39%)	48(20.8%)	3.57	1.15
it provides for more flexibility in payroll management	27(11.7%)	15(6.5%)	22(9.5%)	58(25.1%)	109(47.2%)	3.90	1.37
it increases the speed of payroll processing	27(11.7%)	4(1.7%)	42(18.2%)	89(38.5%)	69(29.9%)	3.73	1.24
Information generated from it helps the organization to decide on employee remunerations	23(10%)	28(12.1%)	7(3%)	156(67.5%)	17(7.4%)	3.50	1.11

The results indicate that 160(69.2%) Kajiado County employees perceived that the e-payroll assures the preciseness of data (Mean=3.71 This infers that e payroll enabled the county government to maintain accurate data. On the second statement, a higher

number of respondents represented by 182(78.8%) unlike the first sentiment gave their options in favour of the existing e-payroll that it improves payroll management (Mean=4.05). This infers that efficiency in payroll management was enhanced by e payroll. Conversely about 168(72.7%) were impressed that the e-payroll improves the record of hours absent for effective payroll management (mean=3.78). This infers that efficiency in payroll management was enhanced by e payroll in the county government.

Following is a toll of 138(59.8%) responses that were recorded and the responders were in conformance that E-payroll improves generation of payslips (mean=3.57). This infers that e payroll enabled the county government to generate pay slips. 167(72.3%) people also felt that the E-payroll provided a lot of flexibility in payroll management (mean=3.90). This infers that efficiency in payroll management was enhanced by e-payroll in the county government. Another advantage spoken out by the responds was the one which the employee agreed that E-payroll increases the speed of payroll processing (mean=3.73 For about three quarters of the responders which were 173(74.9%) converged that information generated from the e-payroll helped the organization to decide on employee remunerations (mean=3.50). This implies e payroll helped the county government to make decisions on the remuneration of employees. The study findings agreed Bondarouk et al. (2017) indicated that organizations have been adopting e-payroll management systems more frequently in recent years, believing that doing so enable them to saving on costs and improved services.

From the open-ended questions, the respondents were asked to rate the compensation and benefits generated by e-payroll in the organization. The responded indicated that E-payroll systems significantly improve the accuracy, efficiency, and transparency of compensation and benefits management. They automate processes, reduce errors, and

provide employees with easy access to their payslips and benefit information, leading to increased satisfaction and better management of HR processes.

4.5.4 Descriptive Analysis for E-Performance Management

E-performance was the depended variable for the study and to measure it, 6 corresponding statements were availed to the participants so that they tick where their best opinion lied regarding them as per the likert scale. The aforementioned statements and the results are as described in Table 4.6.

Table 4.6

Descriptive Analysis for E-performance Management

Statement	strongly disagree	disagree	Neutral	Agree	strongly agree	Mean	Std. dev
The HRIS has enhanced the ability of the organization to implement the performance evaluation.	24 (10.4%)	6 (2.6%)	19 (8.2%)	75 (32.5%)	107 (46.3%)	4.01	1.26
The organization HRIS has standardized programs and procedures for performance management	25 (10.8%)	0.00%	36 (15.6%)	66 (28.6%)	104 (45%)	3.96	1.26
The HRIS provides for the determination of employment rewards	21 (9.1%)	6 (2.6%)	64 (27.7%)	60(26%)	80(34.6%)	3.74	1.22
The HRIS is used in performance appraisal and review of employees.	24 (10.4%)	37 (16%)	33 (14.3%)	69 (29.9%)	68 (29.4%)	3.52	1.33
As a result of the knowledge of HRIS, the HR staff performance management is good.	15 (6.5%)	18 (7.8%)	39 (16.9%)	104 (45%)	55 (23.8%)	3.72	1.11
Performance management decisions have been improved through HRIS best practices in the organization	25 (10.8%)	30 (13%)	39 (16.9%)	39(35.5%)	55(23.8%)	3.48	1.28

In agreement a total of 182(78.8%) county workers were impressed that the HRIS enhances the ability of the organization to implement the performance evaluation (mean=4.01). This implies that performance evaluation was enhanced by the HRIS. A good number of the responders who were approximately three quarter of the sample (170(73.6%) informed that the system has standardized programs and procedures for performance management (mean=3.96). This implies that performance management in the county was enhanced by the HRIS. This was followed by 140(60.6%) respondents who opined that the HRIS had specifications which calculated workers rewards (mean=3.74). This implies that HRIS enabled the county government to determine the rewards of their employees.

Other critical impacts of the system was revealed by the 137(59.3%) responders who affirmed that the HRIS is useful in doing appraisal and review of the county workforce (mean=3.52). This implied that the county government used HRIS for performance appraisal. Apart from the contribution of the system in bettering service delivery at Kajiado County government, awareness on its existence had been created and henceforth, 159(68.8%) had knowledge of HRIS and they commented that they love it since it was good (mean=3.72). This affirmed the county uses HRIS to monitor their employee's management. Lastly, it was also uncovered that by 137(59.3%) the tool improves decision-making by giving critical evidence (mean=3.48). Henceforth, the adoption of this system enabled making management decisions. The study findings agreed with Mbugua (2015) who discovered that, among other significant factors, HRIS-based employee performance appraisal has improved collaborative relationships, stakeholders' perceptions of the business, the efficiency and quality of work and

services provided, the prospects for change management due to low resistance to change, and more.

From the open-ended questions, the respondents were asked to indicate whether they were happy with the decisions made by the organization. The respondents indicated that they were happy with the decisions made by the organization. This is because the organization involved the employees in decision making.

4.5.5 Employee Performance

To gauge the status employee performance, 6 sentiments were developed and given to the responders who were required to tick how they felt regarding this variable; that is if they consent or dissent to the given statements. Their views were consolidated as indicated in Table 4.7.

Table 4.7*Descriptive Analysis for Employee Performance*

Statement	strongly disagree	disagree	Neutral	Agree	strongly agree	Mean	Std. dev
The employer gives me feedback on my performance after the performance appraisal which enhances my subsequent performance using HRIS.	28(12.1%)	0.00%	9(3.9%)	42(18.2%)	152(65.8%)	4.26	1.21
The employer carries out performance appraisal annually using HRIS to improve employee's performance and boost their job satisfaction.	59(25.5%)	77(33.3%)	10(4.3%)	26(11.3%)	59(25.5%)	2.67	1.40
Employee key performance indicators are congruent with the organization goals	21(9.1%)	8(3.5%)	14(6.1%)	45(19.5%)	143(61.9%)	4.22	1.17
The organization sets SMART objectives which increase employee's motivation and improves productivity.	25(10.8%)	4(1.7%)	19(8.2%)	57(24.7%)	126(54.5%)	4.10	1.16
HRIS enhances the accuracy of HR Information in making proper decision on service delivery.	21(9.1%)	0.00%	16(6.9%)	68(29.4%)	126(54.5%)	4.20	1.15
HRIS enables staffs to perform the duties efficiently and effectively and avoid conflicts within the organization.	17(7.4%)	29(12.6%)	15(6.5%)	90(39.9%)	80(34.6%)	3.85	1.25

In table 4.7 it points out that 194(84.0%) were convinced that the implemented HRIS enhanced the county's performance evaluation (mean=4.26). This implies that the county government performance evaluation is enhanced by HRIS. However, 85(58.8%) gave dissenting opinion that employer carries out performance appraisal annually using HRIS to improve employee's performance (mean=2.67). This implied that performance appraisal was not so effective in the county government. Notwithstanding, 188(81.4%) workers gave consenting views in the statement 'HRIS has enhanced the ability of the

organization to implement the performance evaluation' (mean=4.22). This implies that the HRIS implemented by the county government would enhance performance evaluation.

In consensus, 183(79.2%) informed that the employer carries out performance appraisal annually using HRIS to improve employee's performance (mean=4.10). This infers that HRIS are used by county government to enhance employee performance. On the application and usefulness of the HRIS, were 194(83.9%) respondents gave views that it enhances the accuracy of HR Information in making proper decision on service delivery (mean=4.20). This infers that HRIS in the county government enhanced the accuracy of the HR in making proper decision. The last sentiment was also measured and similar among the majority opinions consisting of 170(73.6%) consented on statement 'employer carries out performance appraisal annually using HRIS to improve employee's performance (mean=3.85). This implies the HRIS would enhance the employee performance.

From the open-ended questions, the respondents were asked to indicate how HRIS implementation influenced their performance. The respondents indicated that implementing a Human Resource Information System (HRIS) positively influenced employee performance by improving efficiency, providing better access to information, and enhancing employee engagement. HRIS streamlines HR processes, leading to increased productivity and better decision-making.

4.6 Correlation Analysis

This kind of inferential analysis was conducted to determine the linkage between the independent variable (e-recruitment, e training and development, e-payroll

Management, e-performance management) and the dependent variable (employee performance). Computation took place and the generated summary of result is at outlined in Table 4.8.

Table 4.8

Correlation Results

		Employee performan ce	E recruit ment	E train ing	E Payroll manageme nt	E performance management
Employee performance	Pearson Correlati on Sig. (2-tailed)	1				
E recruitment	Pearson Correlati on Sig. (2- tailed)	.832** 0.000	1			
E training	Pearson Correlati on Sig. (2- tailed)	.838** 0.000	.703* *	1		
E payroll management	Pearson Correlati on Sig. (2- tailed)	.779** 0.000	.705* *	.744 **	1	
E performance management	Pearson Correlati on Sig. (2- tailed)	.612** 0.000	.550* *	.550 **	.474** .000	1

Findings showed that e recruitment had a positive and significant correlation with employee performance ($r=0.832$, $p=0.000$). When interpreted, it informs that an improvement in e recruitment would enhance employee performance of Kajiado county government. In addition, results showed that e training and development had a positive and significant correlation with employee performance ($r=0.838$, $p=0.000$). This infers

that improvement in e training would enhance employee performance of Kajiado county government. The study findings agreed with the statement that Sal and Raja (2016) training and development affects employee performance and productivity.

For the third objective, the results converge with the preceding ones where a positive and significant correlation with employee performance ($r=0.779$, $p=0.000$) is reported. Results communicate that an improvement in e payroll management would enhance employee performance of Kajiado county government. This collaborate with Palladan and Palladan (2018) who found that employee productivity is increased by accurate wage calculations, rewarding labour, and prompt payment of employee perks. Lastly, it is uncovered that e performance management positively and significantly correlates with employee performance ($r=0.612$, $p=0.000$) notifying that an improvement in e performance management would enhance employee performance of Kajiado county government. In consensus with Nabangala and Amuhaya (2020) it is revealed that productivity management systems had an effect of worker productivity at the Kenya Forest Research Institute (KEFRI). The results are further comparable to those of Windasari (2019) who reported e-performance appraisal system had a positive effect on performance.

4.6 Hypothesis Testing

Hypothesis were tested using linear regression. Before carrying out regression, analysis regression assumptions were tested. Section 4.6.1 represent regression assumptions

4.7 Regression Assumptions

The study assessed assumptions regarding key variables, the four categories of HRIS, and the performance. This helped ensure compliance with conditions for carrying out correlation and regression statistical analyses.

4.7.1 Normality

As indicated below, Table 4.6 displays the statistical values for the Kolmogorov-Smirnov test for each variable based on the recommendation that the sample of the investigation was greater than 200.

Table 4.9

Normality Test

	Kolmogorov-Smirnova		
	Statistic	df	Sig.
E recruitment	0.166	231	0.058
E training and development	0.199	231	0.061
E payroll management	0.197	231	0.000
E performance management	0.159	231	0.052
Employee performance	0.235	231	0.063

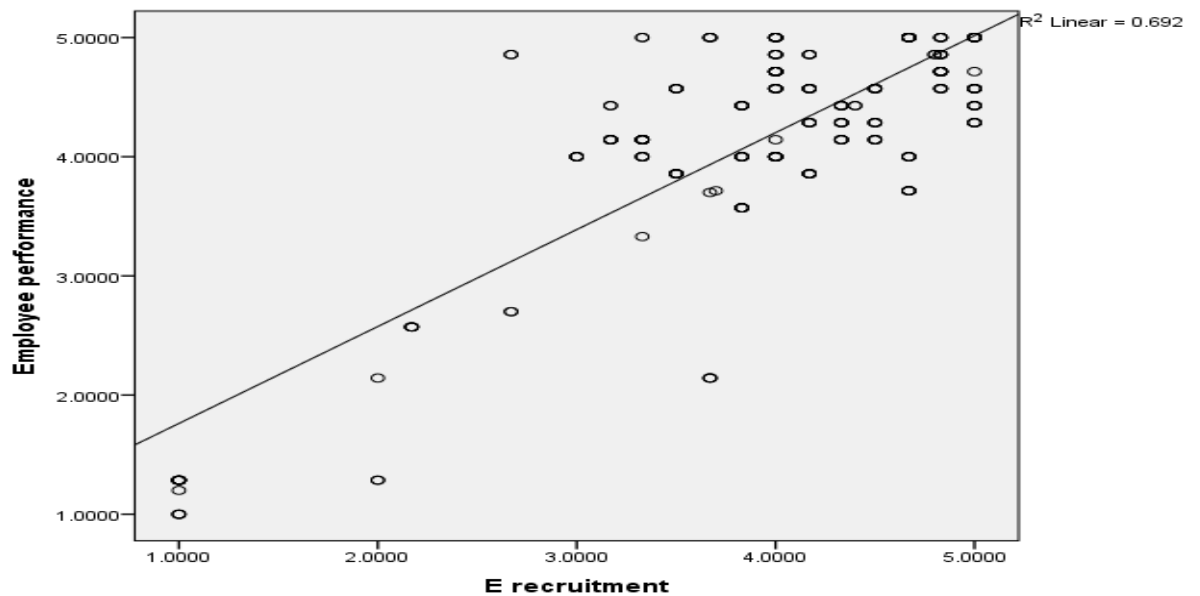
The results showed that e recruitment, e training, e payroll management, e performance management as well as employee performance were normally distributed. This is because their p values were more than 0.05.

4.7.2 Linearity Test

The linearity of the data between the four sets of HRIS and county workforce performance was checked by generating a scatter plot and the same is presented in Figure 4.6.

Figure 4.6

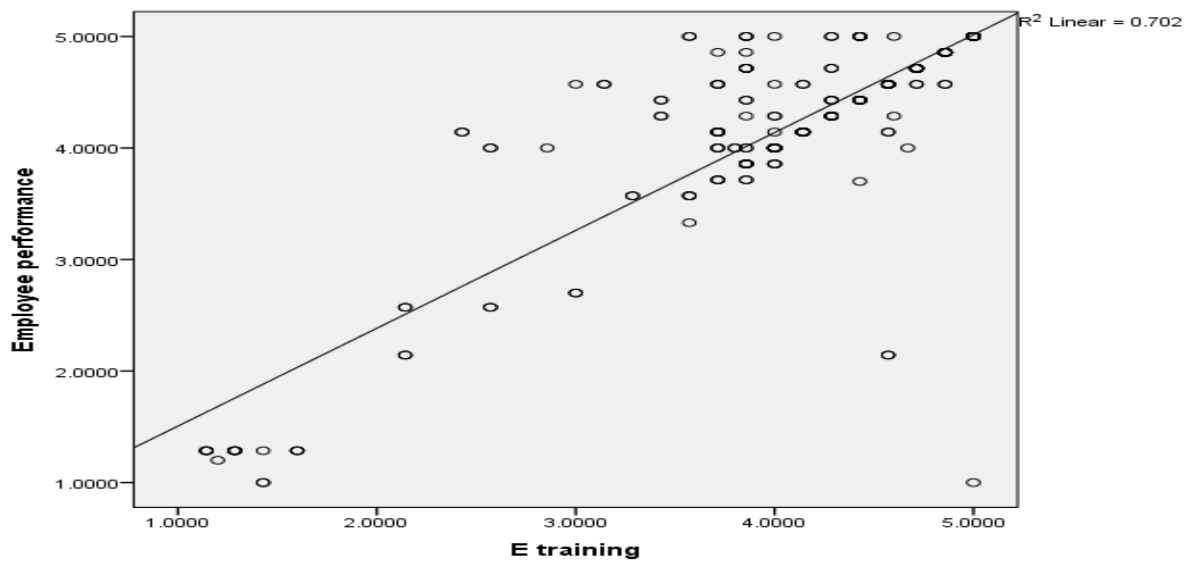
Linearity Test between e recruitment and employee performance



The convergence of data points in Figures 4.6 is clearly observed to being along the line of best fit. The findings show that the deviation of data points from linearity is insignificant; and therefore, the study observes that is there linearity betwixt e recruitment and employee performance of Kajiado County Government. For the construct on e-training and employee performance the results are depicted in Figure 4.7.

Figure 4.7

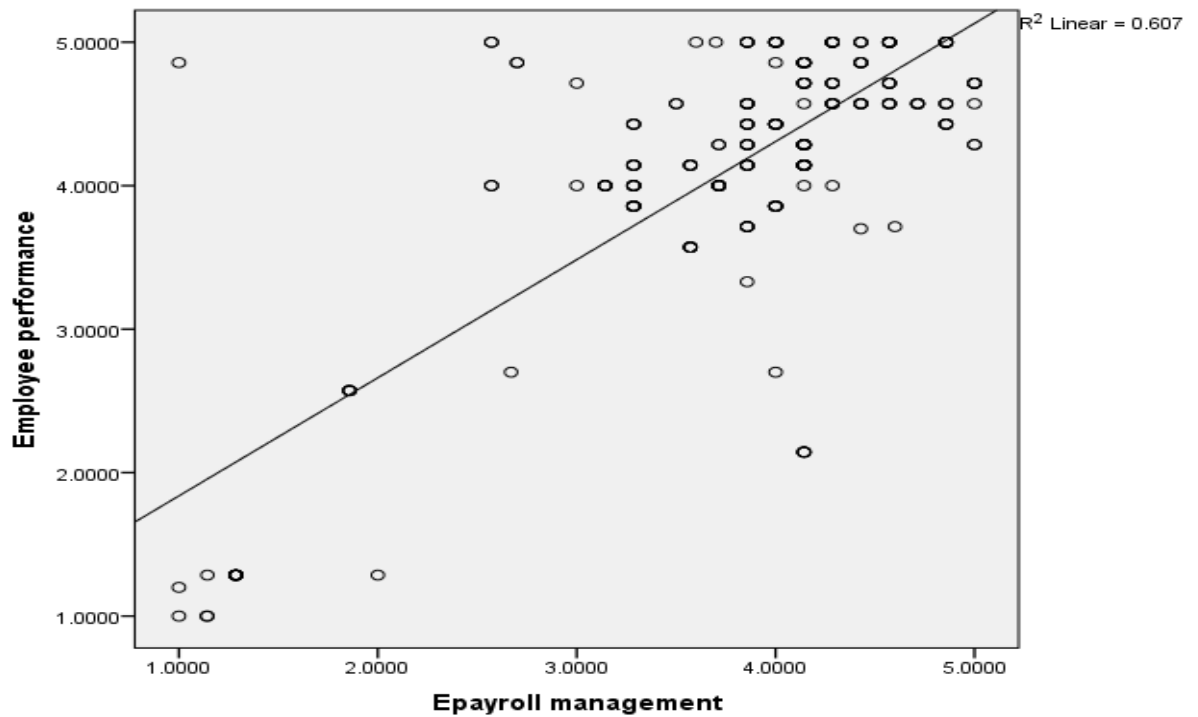
Linearity Test between e training and performance



The converging of data points along the best-fit line in Figure 4.7 is distinctly noticeable. The results indicate that the departure of data points from linearity is negligible hence remarking a positive linear relationship between e training and development and employee performance of Kajiado County Government. The same condition tested for the third objective is illustrated in Figure 4.8.

Figure 4.8

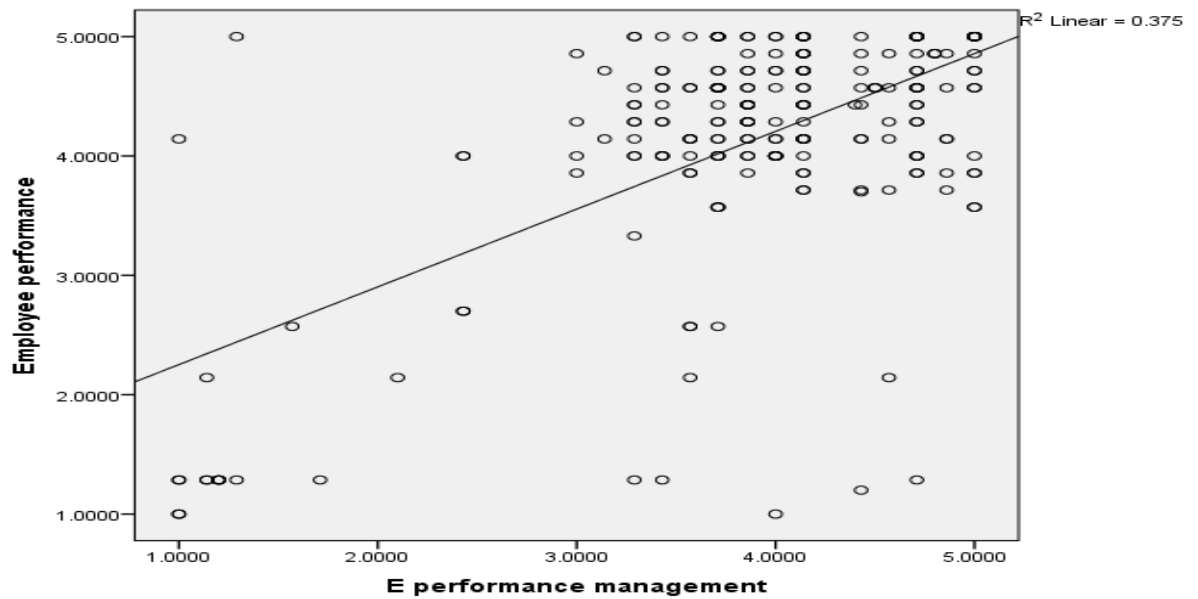
Linearity Test between e payroll management and employee performance



Here, noticeable is the converging of data points along the best-fit line in Figure 4.8. The results indicate that the departure of data points from linearity is negligible giving evidence to rule out that there exists a positive linear relationship between e payroll management and employee performance of Kajiado County Government. Figure 4.9 covers the last systems implemented in Kajiado County government.

Figure 4.9

Linearity Test between E performance management and employee performance



Results showed that there was a positive linear relationship between e performance management and employee performance of Kajiado County Government.

4.7.3 Multicollinearity Test

This supposition resonates that the study objectives ought not to be not be highly correlated to each other. For this research, this condition was ascertained by calculating the VIF values. A diagrammatic representation is as indicated in Table 4.10.

Table 4.10

Multicollinearity Test

	Tolerance	VIF
E recruitment	0.250	4.003
E training	0.314	3.189
E-payroll management	0.325	3.073
E performance management	0.665	1.505
Mean		2.943

VIF values ranged from 1.505 (e performance management) and 4.003 (e recruitment). The mean of the VIF was 2.943. From the results stated it was interpreted that there was no multicollinearity.

4.7.4 Heteroscedasticity Test

Heteroskedasticity assumption was also tested to inform the specific regression model that suited the study. This is displayed as indicated in Table 4.11.

Table 4.11

Heteroskedasticity

Variables	Levene's Statistic	df	df2	Sig.	Comment
E-recruitment	23.167	18	211	0.067	p>0.05 hence equal variance
E-training and development	12.794	23	203	0.051	p>0.05 hence equal variance
E Payroll management	15.826	25	255	0.560	p>0.05 hence equal variance
E Payroll management	12.345	20	206	0.540	p>0.05 hence equal variance

From the results, P-values of Levene's test for homogeneity of variances were all greater than 0.05. This led to the conclusion that there was no heteroskedasticity problem.

4.8 Linear Regression Results

This was conducted to help in establishing the relationship between the different HRMS and the performance of Kajiado County government workers. Upon computation of the analysis, the result was reported in Table 4.12.

Table 4.12*Model Fitness*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895a	0.801	0.798	0.44892

Results showed that the R was 0.895. This implies that human resource management information system had a strong correlation with employee performance of Kajiado County. In addition, the adjusted R square was 0.0.798. This infers that human resource management information system explain 79.8% of the variations in the dependent variable which was employee performance of Kajiado County.

To determine the human resource management information system as a predictor for employee performance of Kajiado County the ANOVA was computed. Table 4.13 provides the ANOVA results.

Table 4.13*Analysis of Variance*

	Sum of Squares	df	Mean Square	F	Sig.
Regression	183.573	4	45.893	227.729	.000b
Residual	45.545	226	0.202		
Total	229.118	230			

Table 4.13 indicated that HRIS were a good predictor of employee performance of Kajiado County as represented by an F statistic of 227.729 and the reported p value of 0.000, which was less than the conventional probability of 0.05 significance level. This implies that the HRIS have statistically significant effect on employee performance of Kajiado County at a 95% confidence level.

Regressions of coefficient results were presented in Table 4.14.

Table 4.14

Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.041	0.146		0.282	0.778
E recruitment	0.281	0.058	0.287	4.837	0.000
E training	0.397	0.055	0.379	7.154	0.000
E-payroll management	0.204	0.055	0.193	3.709	0.000
E performance management	0.165	0.039	0.155	4.254	0.000

From the results, e training had the highest effect on employee performance ($\beta=0.379$). This was followed by e recruitment ($\beta=0.281$), e payroll management ($\beta=0.204$) and e performance management ($\beta=0.165$).

Results showed that e training and development had a positive and significant effect with employee performance of Kajiado county ($\beta=0.379$, $p=0.000$). This implies that an improvement in e training and development by one units would enhance employee performance by 0.379. The study findings agreed with Alateyah (2019) who found that human resource management capabilities fully depict the impact of e-recruitment on organizational performance. The study's conclusions supported those of Akpoviroro and Adeleke (2022) who found that training through online courses can help employees become more responsible even when they have less work to do. E-learning has also been found to increase staff productivity, which in turn improves job quality and employee performance. The outcomes, however, were not in line with those of Ismail et al. (2022) who found no discernible difference in worker performance as a result of e-training.

Regression of coefficients showed that e recruitment had a positive and significant effect with employee performance of Kajiado county ($\beta=0.287$, $p=0.000$). This implies that an improvement in e recruitment by one units would enhance employee performance by 0.287. The study's findings validated Daniel (2019) by demonstrating the critical role that e-recruiting plays in personnel management and, consequently, as a cornerstone of effective organizational performance. The results of the study supported those of Mwangi and Reuben (2019) who discovered that a firm website enhances e-recruitment for highly sought-after personnel. The result also mentioned that employing e-recruitment significantly improves the efficacy of recruiting decisions made by human resource management and guarantees improved applicant tracking throughout the hiring process to identify the best candidate for the job descriptions.

In addition, outcomes showed that e payroll management had a positive and significant effect with employee performance of Kajiado county ($\beta=0.193$, $p=0.000$). This implies that an improvement in e payroll management by one units would enhance employee performance by 0.193. The study findings agreed with D Rozario (2018) who found that employee database projects and payroll management systems would enhance employee performance. The study's findings were consistent with those of Owino and Mandago (2022) who found that SACCOs' performance is significantly impacted by payroll outsourcing procedures. According to Gunawan et al. (2024), the payroll control system and performance allowance factors together have a considerable impact on the employee performance variable. The study's conclusions support this finding.

Further results showed that e performance management had a positive and significant effect with employee performance of Kajiado county ($\beta=0.155$, $p=0.000$). This implies that an improvement in e performance management by one unit would enhance employee performance by 0.155. The study's conclusions concurred with those of Nabangala and Amuhaya (2020) who discovered that worker productivity at the Kenya Forest Research Institute (KEFRI) was impacted by productivity management methods. According to the study's findings, Kajiado County employees' performance was positively and significantly impacted by e-performance management. The county governments are able to implement the performance evaluation through the use of the HRIS. The study also discovered that online platforms for performance management aid in the standardization of performance management protocols and programs. Additionally, the results disagreed with those of Ramphul et al. (2022) who discovered that an e-performance management system had a detrimental effect on performance.

4.9 Hypothesis Results

The hypotheses were tested using multiple linear regressions Table 4.15. The acceptance/rejection criteria were that, if the p-value is less than 0.05, the null hypothesis is rejected; if the $p\text{-value} > 0.05$, the null hypothesis is accepted.

The null hypothesis (H01) was that there is no significant influence of e-recruitment on employee performance in Kajiado County Government, Kenya. Results showed that the p-value was 0.000, which was less than 0.05. Therefore, the null hypothesis was rejected, implying that there was a significant influence of e-recruitment on employee performance in Kajiado County Government, Kenya.

The null hypothesis (H02) was that there is no significant influence of e-training on employee performance in Kajiado County Government, Kenya. Results showed that

the p-value was 0.000, which was less than 0.05. Therefore, the null hypothesis was rejected, implying that there was a significant influence of e-training on employee performance in Kajiado County Government, Kenya.

The null hypothesis (H03) was that there is no significant influence of e-payroll management on employee performance in Kajiado County Government, Kenya. Results showed that the p-value was 0.000, which was less than 0.05. Therefore, the null hypothesis was rejected, implying that there was a significant influence of e-payroll management on employee performance in Kajiado County Government, Kenya.

The null hypothesis (H04) was that there is no significant influence of e-performance management on employee performance in Kajiado County Government, Kenya. Results showed that the p-value was 0.000, which was less than 0.05. Therefore, the null hypothesis was rejected, implying that there was a significant influence of e-performance management on employee performance in Kajiado County Government, Kenya.

Table 4.15*Summary of Research Findings*

Research Objective	Hypothesis	Rule	p-value	Results of Hypothesis test
Objective 1 To determine the effect of e recruitment on employee performance of Kajiado county.	Hypothesis 1 E recruitment has no significant effect on employee performance of Kajiado county.	Reject H_0 if $p < 0.05$	$P = 0.000$	The null hypothesis was rejected .
Objective 2 To determine the effect of e training and development on employee performance of Kajiado county.	Hypothesis 2 E training and development has no significant effect on employee performance of Kajiado county.	Reject H_0 if $p < 0.05$	$P = 0.000$	The null hypothesis was rejected .
Objective 3 To determine the effect of e payroll management on employee performance of Kajiado county.	Hypothesis 3 E payroll management has no significant effect on employee performance of Kajiado county.	Reject H_0 if $p < 0.05$	$P = 0.000$	The null hypothesis was rejected .
Objective 4 To determine the effect of e performance management on employee performance of Kajiado county.	Hypothesis 4 E performance management has no significant effect on employee performance of Kajiado county.	Reject H_0 if $p < 0.05$	$P = 0.016$	The null hypothesis was rejected .

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the key findings from Chapter 4 and presents the conclusions and recommendations stemming from the results. It also suggests areas for further research based on gaps identified in the current study. The purpose of the study was to evaluate the influence of HRIS on employee performance in Kajiado County Government, Kenya.

5.2 Summary of Findings

On E-recruitment, it was revealed that the majority of the respondent agreed that Kajiado County deploys HRIS in their recruitment process. Moreover, they were in consensus that e-recruitment offers a complete applicant tracking database, guarantees prompt access to recruitment-related information, and decreases hiring process costs. Other contributions of the electronic system noted by more than half of the respondents were speeding up the hiring process and enabling the company to effectively evaluate the efficacy of its employment initiatives. On the relations connecting e-recruitment and performance, it was unearthed that Kajiado County employee performance was positively and significantly impacted by e-recruitment. The results of the hypothesis also indicated that Kajiado County employees' performance is significantly impacted by E recruiting.

The investigation on the influence of e-training and development on employee performance in Kajiado County Government, Kenya yielded significant findings regarding the effectiveness. The majority of respondents, according to the data, believed that e-training facilitates choices about career management and succession

planning. Additional findings revealed that most respondents felt that E-training guarantees an up-to-date skills inventory, effective management, and that the standards used to choose which staff would receive training are reasonable and fair. Furthermore, it was remarked that e-training improves the effectiveness of the training creation process. The majority of respondents, according to the data, believed that e-training enhances the creation of training expense records. Furthermore, the majority of respondents indicated by the results that the county makes decisions on when to provide training and skill development based on the information gathered via e-training. The findings of the regression analysis demonstrated that Kajiado County employee performance was positively and significantly impacted by training and development. The results emphasize that Kajiado County employees' performance is significantly impacted by E training and development.

The third objective on e-payroll's impact on the achievement of the Kajiado County government workforce revealed a predominantly positive influence on various aspects. From the results, it was believed that e-payroll ensures data accuracy in payroll management. Subsequent findings revealed that most respondents felt e-payroll enhances the payroll interface by accounting for payroll administration efficiency. Other thoughts displayed by the responders is the agreement that, e-payroll enhances the record of hours missed for efficient payroll management, creation of payslips is improved by e-payroll, managing payroll is more flexible with electronic payroll and that processing payroll faster with e-payroll. There were also positive responses on county's decision-making about employee compensation was aided by the information obtained from the e-payroll. The statistical analysis conducted indicated that at Kajiado County, employee performance was positively and significantly impacted by e-payroll

management. The results of the hypothesis also indicated that Kajiado County employees' performance is significantly impacted by E payroll management.

In the variable on E performance management participants emphasized the importance of e-performance management for the County Government. This was in regard to a majority considering the HRIS had improved the organization's capacity to carry out performance evaluations and standardized performance management systems and procedures. Notably, while assessing this objective, the responders also remarked positively about the system that it standardized performance management programs and procedures. Moreover, the county workforce were knowledgeable with HRIS. And were convinced that the HRIS best practices enhanced performance management decisions. Overall, there was a notable convergence that employee performance was positively and significantly impacted by e-performance management. The results of the hypothesis also indicated that Kajiado County employees' performance is significantly impacted by E performance management.

5.3 Conclusions

The findings of the study led to development of conclusions as detailed in the subsequent sub-sections. The conclusion are presented according to variables of the study. The study concludes that e recruitment has a positive and significant effect with employee performance of Kajiado County. The study also concludes that deployment of HRIS in the county recruitment process enhances employee performance. The e recruitment process enables the county government to minimize costs that are associated with manual recruitment process. The study findings agreed with Daniel (2019) e-recruiting is a vital component of personnel management, according to the findings, and hence a basis for organizational performance and success. They also

collaborate with Mwangi and Reuben (2019) in the saying that: a website improves e-recruitment. Moreover, using e-recruitment ensures better tracking to get the right candidate for the job descriptions, hence the effectiveness of hiring decisions made by human resource management. The study's conclusions, however, did not align with those of Alateyah (2019), who looked at the effects of electronic recruiting on Saudi Arabian companies' performance.

In particular, Alateyah's research showed that electronic recruitment affects company performance indirectly in addition to directly. This conflicts with Mosonik et al. (2022) who discovered that there was a large negative link between organizational effectiveness and recruitment before to automation, but that correlation changed to a positive correlation following automation.

Conclusions on e-training versus performance emphasized a positive and significant effect with employee performance of Kajiado County. In addition, E training helps the counties to prepare their employee for success planning and career management. Further, E-training improves the generation of records on training expenses. In addition, e - training helps in decision-making on matters regarding when should professional development take place and which specific areas are a priority. This concurred with Selase and Avenorgbo (2021) who discovered a strong correlation between employee performance and e-training methodologies and infrastructure. The study's findings concurred with those of Akpoviroro and Adeleke (2022) who found that training through online courses can help make employees more responsible even when they have less work to do. Additionally, respondents attested that the adoption of e-professional advancement boosts their productivity and job quality henceforth realizing the overall performance. The outcomes, however, were not in line with those of Ismail

et al. (2022) who found no discernible difference in worker performance as a result of e-training.

The investigation concludes that e payroll management had a positive and significant effect with employee performance of Kajiado County. Use of e payroll system in the county assures the accuracy of data in payroll management. Generation of payslip using the e payroll system enhances the employee performance of the county. E-payroll also increases the speed of payroll processing. The results of the study corroborated those of Owino and Mandago (2022) and Gunawan et al. (2024) who, discovered that payroll outsourcing practices have a major effect on ultimate firm achievement. This result is corroborated by the study's conclusions.

On performance management, it is summed up that a positive and significant effect on performance of Kajiado County is reported. Use of human resource information system enables the county governments to implement the performance evaluation. The study also concluded that online performance management systems help to standardize programs and procedures for performance management. The study's findings concurred with those of Njeje et al. (2018) who showed that SACCOs' performance was significantly impacted by how they handled electronic presentations. Consequently, this study recommends that businesses enhance data management in the area of performance evaluation to enable them to offer workers prompt and effective services. The outcomes were not the same as those of Ramphul et al. (2022) who, found that the e-performance management system had a negative impact on performance. The results, however, disagreed with those of Michael-Ofre and Opusunju (2021) who, found that E-performance appraisals had no discernible effect on staff performance at the Presidential Amnesty Program Office in Abuja.

5.4 Recommendations of the Study

The government of Kenya should encourage all the counties to embrace the e-recruitment process. This is because e recruitment minimizes paperwork recruitment and minimizes the costs. Counties should also use digital data bases for their employees to minimize forgery and also for easier tracking of the applicants. According to the study's suggestions, organizations tasked with helping county governments fill positions should use the county website to find the right candidates for the open positions. The county government should track and hire qualified candidates for the tasks that the organization specifies via e-recruitment.

As observed and concluded, e-training improves organizational effectiveness. Therefore, the report suggests that county governments enhance their internal and external e-training initiatives. By creating a content plan before beginning to build online training, the county government can also enhance their e-training. The county government should also be aware of the motivation of its learners; a quality e-learning program should inspire students more than only impart knowledge. The training adopted by the county government should be very just and very fair. As a way of succession planning and career progression of the county employees, the county government of Kenya need to invest more on e- training.

From the study conclusions, e payroll management guarantees work output and efficiency. Kenyan government also need to encourage all the county government to adopt the e payroll management system. This is because e payroll management system is cheaper and more convenient than the manual system. The county governments also need to use the online payroll system to generate pay slips. The county government also need to use the online payroll management to decide on employee remunerations.

The Kenyan government also need to encourage all the county government to adopt the e-performance management system. This will help the county governments to be able to standardize programs and procedures for performance management. The county government also ought to educate their managers on the electronic human resource information system. This will enhance the performance management decisions

5.4.1 Knowledge Contribution of the Research

In addition to accepting the role of HRIS and employee performance of Kajiado county government, the study empirically developed a model linking HRIS and Organizational performance of Commercial State Corporations in Kenya. The study also expands on the utility, value, and usefulness of the technology acceptance model, equity theory and AMO model in describing the link between HRIS and employee performance of Kajiado county government. Similar theories can also serve as a direction for future research in this area when creating new study variables.

5.5 Recommendations for Further Research

Considering the findings presented in this study, the following are suggestions for further studies: a further study on other county governments such as Kiambu could offer insightful values and how they are perceiving the implemented HRMS. The study also focused on only four human resource information systems and thus other studies can focus on other HRIS such as e-learning, e-pay. A longitudinal study could also offer insights into how helpful or impactful the HRMS are in the county. Examining changes in these deployed systems over time would inform the development of interventions tailored to issues confronting the county governments.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I am a student at Kenya Methodist University. I am carrying out a study on the **“Influence of human resource information systems Implementation on employee performance; a case of Kajiado County Government”**. The information you will provide shall be treated with utmost confidentiality, and it is purely for academic purposes ONLY.

Your cooperation will be highly appreciated.

Yours Faithfully,

PAULINE SOPILAL

Appendix II: Questionnaire

Guidelines.

1. Use a tick (✓) for an appropriate response
2. Do not indicate your name on the questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

1. Please state your gender

Male []

Female []

2. Please indicate your age bracket

20-29 years []

30-39 years []

40-49 years []

Above 50 years []

3. State the number of years you have worked in the organization

Less than one year []

1-2 years []

3-5 years []

Above 5 years []

4. Please indicate the level of your education

PhD []

Masters []

Bachelor's degree []

Diploma []

Certificate []

5. Please indicate your position in the organization

Management Level []

Unionisable Employees []

SECTION B PART I: E-RECRUITMENT

In this section, please tick (✓) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	SD= 1	D=2	NS= 3	A=4	SA=5
1.	Our organization deploys HRIS in their recruitment process					
2.	E-recruitment provide comprehensive database for applicant tracking					
3.	E-recruitment ensures timely access to recruitment information.					
4.	E-recruitment assures cost reduction in the recruitment process					
5	E -recruitment facilitates speedy recruitment process					

6	E-recruitment allows the organization to assess accurately the effectiveness or otherwise of the staffing strategies					
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7. How would you describe the e-recruitment processes provided by your organization?

SECTION B PART II: E-TRAINING AND DEVELOPMENT

In this section, please tick (✓) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	SD= 1	D=2	NS= 3	A=4	SA=5
1.	E- training supports decisions on career management and succession planning					
2	E - training ensures up-to-date skills inventory					
3	E - training ensures efficient management of HR through improved electronic resumes					
4	The criteria used for selection of employees to attend training are fair and just					

5	E-training increases efficiency in training development process.					
6	E-training improves the generation of records on training expenses					
7.	The information generated from our e - training helps our institution decide when training and skills development					

8. How would you describe the e-training programs provided by your organization?

SECTION B PART III: E-PAYROLL MANAGEMENT

In this section, please tick (✓) the most appropriate response for each of the statements in the table below with the following scores in mind. **Strongly Disagree (SD=1), Disagree (D=2), Not Sure (NS=3), Agree (A=4), and Strongly Agreed (SA=5).**

	STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
1	E-payroll assures the accuracy of data in payroll management					
2	E-payroll improves the payroll interface with accounts for efficiency in payroll management					

3	E-payroll improves the record of hours absent for effective payroll management					
4.	E-payroll improves generation of payslips					
5	E-payroll provides for more flexibility in payroll management					
6	E-payroll increases the speed of payroll processing					
7.	Information generated from our e-payroll helps the organization to decide on employee remunerations					

8. How would you rate the compensation and benefits generated by e-payroll in your organization?

SECTION B PART IV: E-PERFORMANCE MANAGEMENT

	STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
1	The HRIS has enhanced the ability of the organization to implement the performance evaluation.					
2.	The organization HRIS has standardized programs and procedures for performance management					

3.	The HRIS provides for the determination of employment rewards					
4	The HRIS is used in performance appraisal and review of employees.					
5	As a result of the knowledge of HRIS, the HR staff performance management is good.					
6	Performance management decisions have been improved through HRIS best practices in the organization					

7. Are you happy with the decisions made by the organization, state why?

SECTION C PART V: EMPLOYEE PERFORMANCE

	STATEMENTS	SD=1	D=2	NS=3	A=4	SA=5
1	The employer gives me feedback on my performance after the performance appraisal which enhances my subsequent performance through the use of HRIS.					
2	The employer carries out performance appraisal annually through the use of HRIS to					

	improve employee's performance and boost their job satisfaction.					
3	Employee key performance indicators are congruent with the organization goals					
4	The organization sets SMART objectives which increase employee's motivation and improves productivity.					
5.	HRIS enhances the accuracy of HR Information in making proper decision on service delivery.					
6.	HRIS enables staffs to perform the duties efficiently and effectively and avoid conflicts within the organization.					

7. How has HRIS implementation influenced your performance?

Appendix III Introduction Letter from Kenya Methodist University



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

Tel: 254-064-30301/31229/30367/31171

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/BUS/38/2024

July 15, 2024

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: PAULINE SOPILAL RONKOINE (REG. NO. BUS-3-0938-3/2015)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on; "Effect of Human Resource Information Systems Implementation on Employee Performance in Kajiado County Government".

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

Dr. John M. Muchiri (PhD)

Dean, Postgraduate Studies

Cc: Dean, KeBS

CoD - Business Administration

Postgraduate Coordinator - BA

Supervisors

Appendix IV: Approval Letter



KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200, KENYA
TEL: 254-064-30301/31229/30367/31171

FAX: 254-64-30162
EMAIL: info@kemu.ac.ke

Our Ref: KeMU/ISERC/BUS/38/2024

July 15, 2024

PAULINE SOPILAL RONKOINE
BUS-3-0938-3/2015

Dear Pauline,

SUBJECT: EFFECT OF HUMAN RESOURCE INFORMATION SYSTEMS
IMPLEMENTATION ON EMPLOYEE PERFORMANCE IN KAJIADO COUNTY
GOVERNMENT

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/38/2024. The approval period is 15th July, 2024– 15th July, 2025.

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.
- V. Clearance for export of biological specimens must be obtained from relevant institutions.

Appendix V NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 970647	Date of Issue: 24/July/2024
RESEARCH LICENSE	
	
This is to Certify that Ms. Pauline Sopital Ronkoine of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kajiado on the topic: EFFECT OF HUMAN RESOURCE INFORMATION SYSTEMS IMPLEMENTATION ON EMPLOYEE PERFORMANCE IN KAJIADO COUNTY GOVERNMENT for the period ending : 24/July/2025.	
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