E-HRM AND EMPLOYEES' PERFORMANCE IN PRIVATE ORGANISATIONS IN UGANDA: A CASE STUDY OF AIRTEL UGANDA

BY

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DECLARATION

I, Nkayivu Fred, hereby declare that this research report titled, **"E-HRM and Employees Performance in Private Organisations in Uganda: A case study of Airtel Uganda"** is my original work and it has never before been presented to any institution of higher learning for any award.

Signed: ....   Date:.....05/12/16.................

NKAYIVU FRED

APPROVAL

This serves to certify that this research report titled **"E-HRM and Employees Performance in Private Organisations in Uganda: A case study of Airtel Uganda"** is work done by Nkayivu Fred under our supervision. It is ready to be submitted to the graduate school of Kyambogo University for examination with our approval as his supervisors.

Signed.. Date:......5/12/2016.....

Dr. KYAMANYWA. T.

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DEDICATION

This work is dedicated to members of my family especially my father; Mr. Methias Senkuma, my wife; Deborah Michelle Kagere Nkayivu and our Children; Shamah, Silver, Shelom and Roy Sarah. Thank you for your endless support especially during the course of conducting this study.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

BTS: Base Transmission Sites

EAP: Employee Appraisal Programme

E-HRM: Electronised Human Resource Management

HR: Human Resource

HRIMS: Human Resource Information Management System

HRM: Human Resource Management

ICT: Information Communication and Technology

PAFs: Performance Appraisal Forms

PARs: Performance Appraisal Reports

ABSTRACT

The purpose of this study was to examine the relationship between E-HRM function and performance of employees at Airtel Uganda. The study objectives were to assess the relationship between E-recruitment, E-appraisal management system, E-learning/training management and performance of employees in private organisations.

A case study design was used for this study and 132 respondents participated. Respondents were selected using purposive and simple random sampling techniques and contacted using questionnaires and interviews guides. Data collected was analyzed using descriptive statistics and inferential statistics

Results revealed a strong positive relationship between e-recruitment and employee performance evident in the way by which e-recruitment affected employee performance indicators of work place interest and motivation ($r = 0.367$) cooperation and teamwork ($r = 0.458$) and with timely service delivery by $r = .0526$). Like many other organisations, Airtel Uganda carried out performance appraisal of its employees regularly, and one of the approaches was e- appraisal. A strong positive relationship was established between e-appraisal and employee performance based on how e-recruitment related with key employee performance indicators of employees' work place interest and motivation ($r = 0.192$), e-appraisal and employee cooperation and teamwork ($r = 0.571$) and e-appraisal with timely service delivery ($r = 0.363$). E-training and learning had a positive relationship with employee performance levels. E-training/learning was related with workplace interest and motivation, cooperation and teamwork and timely service delivery by (0.396, 0.338, and 0.496) which were basic measures of employee performance.

On the basis of the findings, it was recommended that there is a need to have a clear policy regarding e-recruitment at Airtel Uganda, give attention to the content and scope of e-training offered to employees especially those pursued on-line, network with institutions that offer these courses and devise a strategy of encouraging employees to pursue e-training and learning courses since it was established in the study that a large number of employees were not interested e-learning. It was also recommended that a research be conducted on the influence of e-selection and e-compensation on employee performance in private organizations in Uganda.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to this study about E-HRM and Employees Performance in Private Organisations in Uganda. It also includes the problem statement, purpose; objectives, research questions, hypotheses, scope and significance of the study are given.

1.1 Background to the study

1.1.1 E-Human Resource Management

Leading management thinkers suggested that, "It is not only technology, but the art of human and humane management" that is continuing challenge for executives in the 21st century (Kamran & Nasir, 2012). It is necessary for firms to have highly skilled human capital to provide them with a competitive edge. According to Ghafoor and Khan (2011) a number firms have focused on adopting electronised human resource management or Human Resource Information Management System (HRIMS).

In the earlier studies (Hong, *et al.* 2004, Coetzer, 2006, and Kock, 2011), to reduce routine transaction and traditional Human Resource activities and to deal with complex transformational ones, the organizations began to electronically automate many of these processes by introducing specialized HRIS (human resource information system) or HRMS (human resource management system. Stichweh (2011) reports that human Resource Information System refers to the systems and processes at the intersection between HRM (human resource management) and information technology. It is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organizations human resource (Houger, 2006).

1

An integrated Human Resource Information System is a database shared by all Human Resource functions that provide common language and integrates all Human Resource services. Electronised human resource information has an impact on Human Resource at the same time managers, employees, customers and suppliers increase their expectancies for Human resource functions (Balasubramanian, 2014). As such as electronised Human Resource Information System (E-HRM) consist of a fully integrated, organization wide network of Human Resource related data, information services, databases, tools and transactions. These can be used to collect, record, and store, analyze and retrieve data pertaining to an organization's human resources (McKenna & Beech, 2008).

Electronised human resource management includes not only computer hardware and associated HR-related software but also includes people, forms, policies and procedures, and data (Khloud, 2015). E-HRM is seen as offering the potential to improve services specially in e-recruiting, e-selection, pension management, e-benefit, e-compensation, e-appraisal, e-training and learning, as well as e-storage of employee data) to Human Resource Department clients. The company started with putting emphasis on e-recruitment, e-appraisal and e-training/learning aspects of e-HRM. These define the initial and pratical efforts as well as direct application of e-HRM in the day to day operations of the organisation. There is a perspective that these aspects (e-recruitment, e-appraisal, e-training and e-learning) determine which human resources are obtained, its performance levels and competence. These aspects further determine the extent to which Human Resources execute their duties to yield the expected outcomes/performance. Thus, for purposes of this study, focus was on the aspects of e-recruitment, e-appraisal, e-training and e-learning and relating them to the performance level of its employees in the private organisations in Uganda.

1.1.2 Historical Perspective

Employee performance in organizations according to Mullins (2010) dates back in the period of scientific management when workers were viewed as machines, through the behaviorist period to current date. However Maicibi (2007) identified effective information management as essential for high performance of employees in an organization. Employee performance has since evolved to be a core human resource management aspect for many organisations (Nassazi, 2013). Several studies (Afshan, et al, 2012; Nassazi, 2013 and Ghafoor and Khan, 2011) all confer to the fact that human resource has evolved over time to encompass e-human resource management.

African progress in human resource management function has for a long time been constrained by the past historical events such as colonialism and slave trade (Mwesigwa, 2010) and this has not only affected its progress to modern standards, but also the performance of Employees. In Africa, 80% of the HRM function remains manual and desk–based activities, with minimal use of computerization (Nassazi, 2013, Coetzer, 2006, and Kock, 2011) and as such a few organisations have e-HRM function. In Uganda, an average of 5-7 out of each 20 firms can show evidence of using e-HRM (Miti, 2010), and majority do not have structures that can accommodate the use of e-HRM function. This can be a rationale to explain the level of employee performance effectiveness in organisations in Uganda today.

Several studies have been carried out on the issue of employees' performance in organizations. Among such studies was the one done by Gharaibeh and Malkawi (2013) about the impact of management information systems on Employees performance in governmental organizations at Jordanian Ministry of Planning. The research revealed that there was no impact of hardware and software equipment on the performance of

Employees in government organizations. The results also showed that there was a significant impact of networks, individual procedures and management of information systems. Mpanga (2009) in a study about performance management program at Uganda Public Service showed that performance management policies and principals formed a basis for employee performance. However, among these policies and principles, information management systems is not isolated raising a serious curiosity for further studies to address the same, thus the need for research on the aspect of e-HRM and employee performance. The current study was an attempt to try and establish the effect of computerizing the human resource management systems on performance of employees at Airtel Uganda.

1.1.3 Contextual background

Contextually, the study was carried out at Airtel Uganda Headquarters in Kampala. The Airtel Uganda Annual Airtel Report (2011) indicated that employee performance in the company was declining at a high rate. It was not clearly established that this declining employee performance was as a result of failure to use electronic systems in management of human resources. Employee declining performance is reflected in the low volume of sales, failure to mobilize more clients, poor time management, discontinued service deliveries and failure to attend to customer client needs. If this state of affairs is allowed to continue, the performance of the company can continue and may subsequently cause the company to wind up. Although several factors may be responsible for this problem, the study suspected that human resource information management systems to played a vital in the performance of a company, thus there was need to conduct this research at Airtel Uganda where employee performance was on a steady decline to document this information.

1.1.4 Theoretical background

The study was guided by the systems theory developed by Von Bertalanffy in 1935 as cited in Mullins (2010). This theory states that the organisation system can be looked at in three dimensions that is inputs, process and outputs. The theory was developed and emerged following the post-World War II challenges that arose in the human resource operations (Stichweh, 2011). Although, organisations operate differently, several times, they share closely related features in terms of HRM and as such the system should be set to encompass on these features (Hong, *et al*. 2004).

The systems through gives an in-depth look at all paradigms of human resource management and cuts across from the input point to the output dimension (Katz and Kahn, 2006). Input focus on what is employed to undertake management effectiveness, and in the aspect of human resource management, input includes numbers of employees, funds allocated to the function infrastructure and technology used, and the process focuses on how the human resources utilizes the inputs to generate output. In an organisation like Airtel Uganda which is a service firm, the interdependence of the input-process–out put system is critical for enhancing service delivery and performance.

The inputs include employees (human resources, funds, infrastructure and information among other resources. It is hoped that if the various human resources recruitment information, appraisal information and training/learning are effectively managed in the organization, there was a likelihood that employees perform as expected (Houger, 2006). In each case the functioning of the organisation and performance of the employees tend revolve around the systems being used. The study was conducted basing on the systems theory because Airtel Uganda like any other organisation is in constant interaction with its

5

clients, while using its human resources. Therefore the system theory is fundamental in determining performance of the organisation.

1.1.5 Conceptual background

This study focused on the concepts of e-HRM and employee performance. Armstrong (2009) defines employee performance as the accumulated results of ones work process. Employee performance is the total sum of tasks that have been accomplished by an individual or group of individuals whether on target or not on target. Employee performance in the common layman language means what has been done by employees as per the specified tasks at and to be done. The performance of employees for many firms has remained low and below the set targets (Nassazi, 2013) and in this case efforts to expound on what causes low levels of performance in a number of organisations and how it was related with e-HRM practices used right from recruitment, monitoring, training and appraisal activities.

E-HRM can be understood as all those human resource management activities carried out by the use of various electronic means. Online, Internet, or web-based recruiting can be defined as the use of the Internet to identify and attract potential employees (Parry & Wilson, 2009). Electronic Human Resource management systems is referred to as a way of implementing HRM strategies, policies and practices in organizations through the conscious and direct support of and the full use of channels based on Web technology (Fisher, 2010). It entails the use of hardware, software, manual systems regarding employees' information. There is a strong wave of change in human resource management that e-HRM is becoming a priority for many firms (Khloud, 2015). In this study, focus was on how e-HRM is used at Airtel Uganda, and how e-HRM practices influenced employee performance levels of the organisation.

1.2 Problem Statement

Computers have simplified the task of analyzing vast amounts of data, and they can be invaluable aids in Human Resource management and as such, use of e-HRM has been an indispensable tool for enhancing employee performance. A better managed E-HRM function is one of the reasons some firms have attained improved employee achievement and performance (Mulyanyuma, 2015). On the contrary, adoption and implementation of E-HRM has over the last five years increased at Airtel Uganda, has not yielded expected benefits to the company. Despite efforts to use E-HRM, Airtel Uganda still experiences hardships in using e-recruitment, appraising staff by way of on-line approaches and conducting various training/learning sessions for its human resource on-line. A number of e-recruitment, e-appraisal, and e-training/learning related activities are done manually, while huge resources invested in the E-HRM system to do these activities. More so, the performance of employees has remained poor, amidst high efforts of electronization of the HRM activities at Airtel Uganda (Airtel Annual performance report, 2015). A decline in employee performance has significantly affected the volume of sales, time management, customer attention and service, and reduced customer from in demand for the services of offered by the organisation. If this persists, Airtel Uganda may subsequently lose out on its market share and be out competed in the telecom industry. One of the efforts the company embarked on in order to curb and subsequently raise its employee performance was strengthening its E-HRM, which was found to be in place at the company. Therefore focus of this study was on examining E-HRM function and employee performance at Airtel Uganda in Kampala.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between e-HRM function and employees' performance at Airtel Uganda.

1.4 Objectives of the study

The study was guided by the following objectives:

(i) To assess the relationship between e-recruitment and employees' performance at Airtel Uganda.

(ii) To analyze the relationship between e-appraisal management system and employees' performance at Airtel Uganda.

(iii)To examine the relationship between e-learning/training management and employees' performance at Airtel Uganda.

(iv) To assess the contribution of e-recruitment, e-appraisal, and e-learning/training to employee performance at Airtel in Uganda.

1.5 Research questions

To achieve the above desired objectives the following research questions were used:

(i) What is the relationship between e-recruitment and the performance of employees at Airtel Uganda in Uganda?

(ii) Does a relationship exist between e-appraisal management system and performance of employees at Airtel Uganda in Uganda?

(iii) Is there a relationship between staff e-learning/training management and performance of employees at Airtel Uganda in Uganda?

1.6 Scope of the study

1.6.1 Geographical scope.

The study was carried out at Airtel Uganda in Kampala the Capital City of Uganda. Airtel Uganda Head Offices are located at Airtel Towers, Plot 16A Clement Hill Road in

8

Kampala. The reason for selecting Airtel Uganda was because the performance of its employees has been declining steadily over the last 5 years.

1.6.2 Content scope

The study involved examining E-HRM practices and employee performance. Particular attention was on the relationship between e-recruitment and performance of employees, relationship between e-appraisal management system and performance of employees and the relationship between e-learning/training management and performance of employees at Airtel Uganda in Uganda. E-HRM covers a number of functions in the organization but at Airtel Uganda, appraisal, recruitment and learning/training functions in the e-human resource management gave and formed a basis for evaluating the performance level of human resources.

1.6.3 Time scope

The time frame for the study was from January, 2015 to June 2016. This covered a period in which Airtel Uganda invested a lot in E-HRM as a means of improving the performance of its employees.

1.7 Significance of the Study

The study findings could be significant to the following categories of people:

To the policy makers at Airtel company, the study findings may provide information regard the company's HRM and employee performance hence policy makers can draw policies basing on this information to rectify the situation.

The study findings might be of significance to employees at Airtel Uganda in Kampala due to the availability of information on recruitment, performance and compensation at Airtel Uganda Headquarters.

The study findings are resourceful not only to Airtel Uganda but also other telecom companies, especially on how they can adopt, and improve their E-HRM function for better operations and service delivery.

1.8 Conclusion

In each organisation, employee performance is critical and achieving the highest levels of employee performance is a desire for each human resource manager. Efforts to achieve high level of employee performance include attempts to improve working environment, operational infrastructure and advocating for commitment and attitudinal change of employees themselves. However, a number of organisations have focused on adoption of e-HRM for better employee performance. The extent to which this approach has enhanced employee performance is new, and has not been widely adopted by many firms, and there is little information on how e-HRM has influenced employee performance. This chapter presents the introductory part of this study to investigate the relationship between e-HRM and performance of employees at Airtel Uganda. It includes the statement of the problem, research objectives, scope and significance of the study. The following chapter presents a review of the related literature on the e-HRM and employee performance as cited from different publications globally.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents theoretical review, conceptual framework, review of literature related with the three study objectives. The researcher presents a review of the theory and concepts to which this study covers and relates to. The literature review particularly focuses on the relationship between e-recruitment, e-appraisal management system, e-learning/training management and the performance of employees in organisations. The major sources of this literature were text books, journals, reports and other publications as noted in the description below.

2.1 Theoretical review

The study is guided by the Systems Theory. Systems theory is not new and has been used in the natural and physical sciences for a number of years. The systems approach to an organization is used as a means of equate commercial and industrial or education organizations to biological organism. It considers the organisation like a biological being that is made up systems which co-ordinate and work together to come up with an output.

The systems theory arose from the idea of socio-technical systems and work of Trist (1981) at the Tavistock Institute of Human Relations in their study on the effects of changing technology in the coal-mining industry in the 1940s (Stichweh, 2011). The theory has since then been used in as a reference in a number of studies (Balasubramanian, 2014, Stichweh, 2011 and also in Hong, *et al.* 2004). The increasing use of mechanization and the introduction of coal-cutters and mechanical conveyors enabled coal to be extracted on a 'long wall' method. The core assumptions of the theory are summed up below:

1. The business organization is an open system. There is continuous interaction with the broader external environment of which it is part.

2. The system approach to an organization is based on the attempt to study the activities and problems of the organization solely in terms of internal environment.

3. The systems approach views an organization as a whole and involves the study of the organization in terms of the relationship between technical and social variables within the system. Changes in one part, technical or social, will affect other parts and thus the whole systems.

4. The elements of a system include the inputs, process and output which work in an interrelated manner.

This theory states that an organization like Airtel has three parts the inputs, process and outputs. The inputs include employees (human resources, information among other resources). It is hoped that if the various human resources recruitment information, appraisal information and training/learning are effectively managed in an organization, there is a likelihood that employees can perform as expected. The theory is relevant for organisations like Airtel Uganda, because it covers three (3) key dimensions of the inputs, process and output levels, giving particular attention to general operations, information flow, human resources synergy and efficiency and how all these factors work as a system to yield expected output. Therefore, the researcher believed that the theory was relevant for this study, despite a few of its shortcomings; such as assuming that all employees work and share the same vision, all human resources have a key idea and team work as well as expertise to use the available systems/infrastructure of the organisation.

2.2 Conceptual framework

This study was operationalized as shown in the conceptual framework below:

INDEPENDENT VARIABLE   **DEPENDENT VARIABLE**
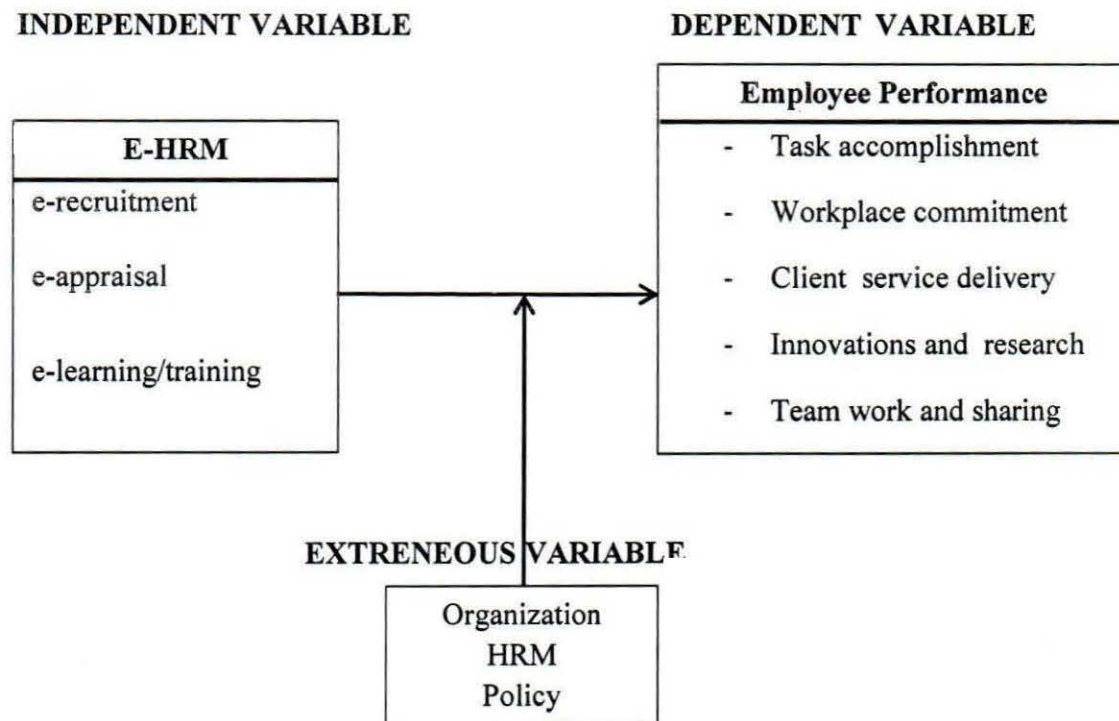
Figure 2.1: Conceptual framework derived from the works of Nivolovi (2014) and Modified by the researcher.

It was hypothesized that e-HRM and employee performance are related in a number of ways. The computerization of HRM involved e-recruitment; e-appraisal and e-training/learning are considered as independent variables and employee performance as the dependent variable. It was hypothesized that e-recruitment as a HR practice enhances employee performance because when recruitment of employees is electronically handled, from the shortlisting exercise, only qualified prospective employees are shortlisted to be selected from, e-approval and e-learning also enhances workers' performance. All the three practices, once efficiently handled are claimed to enhance employee performance. Employee performance was measured basing on the tasks accomplished by the employees, employees' workplace commitment, client service delivery, innovations and research initiated by employees and the extent to which employee exhibit team work and sharing in

the various activities they perform at the organisation. However, organizational HRM policy can be influential in regulating the employee performance, but in this study it was considered as an extraneous variable and held constant. Focus of this study was on examining in an in-depth manner about e-HRM and employee performance and hence formed a key area of inquiry for this study.

2.3 Related Literature

There is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize her human resources effectively and majority has hence adopted e-HRM (Balasubramanian, 2014). According to Pouransari and Al-Karaghouli (2013) due to increased levels of technological advancement and new technologies, modernization and globalization, companies have been pushed to use, upgrade and implement a new HRIS. The most core purpose of adopting e-HRM among others is to tap into massive benefits of HRIS, and be able to compete favourably with other companies which deal with similar products. Also, in order to be able to find how an organization can properly undertake its Human resource functions, the company gives its attention to use of E-HRM (Kavanagh et al., 2012). However, adoption of E-HRM remain one of the less achieved aspect in many firms, and even those where it has already been advocated for, its effects have not been documented. This study focused on establishing and reviewing the literature associated the relationship between e-recruitment, e-appraisal, e-training/learning undertaken in an organisation and employee performance as described below.

2.3.1 Relationship between e-recruitment and employees performance.

E-recruitment is on line recruitment referring to posting vacancies on the corporate website or online recruitment vendor's website and allowing applicants to send their resumes electronically (Nivlovci, 2014). According to Mulyanyuma (2015), Organizations

14

first started using computers for secretarial purposes, but have since recent considered them as a recruiting tool by advertising jobs on a bulletin board service from which prospective applicants would contact employers. Then some companies began to take e-applications. Today the internet has become a primary means for employers to search for job candidates and for applicants to look for job (Airtel report, 2015).

Holm (2013) cites that resource professionals can be overwhelmed by the breadth and scope of internet recruiting. E-Recruiting methods include establishment and operationalization of job boards, professional/career, websites, and employer websites. The challenge that exist is that some organisations hardly have they adopted any e-recruitment HRM practices and even where e-recruitment is used not all departments, and employees are recruited via e-recruitment procedures (Hussein and Prowse, 2014). This may be the case for many firms in the private sector of Uganda as well, though detailed information on this aspect has not been documented at length. This study focused on establishing the extent by which firms in private sector are using e-recruitment methods with basic reference to Airtel Uganda.

According to earlier studies (Goldberg, & Allen, 2008; Lawrence, Sauser, & Sauser, 2007 and Kay, 2000), the choice to move to an e-recruiting model is driven by several business objectives, including need to; improve recruiting efficiency and reduce costs, increase quality and quantity of applicants, established, communicate and expand brand identify, increase objectiveness of employees while at their place of work, and standardize, recruiting practices and increase applicant convenience. It is a drive to effectiveness in different aspects of human resource management. It can be noted that a web-based technology used by e-recruiting helps organizations attract a stronger and more diverse applicant pool (Burton, DeSanctis, & Obel, 2006). These and other motives attract

15

companies to use e-recruitment although different reasons for choice, preference and adoption of e-recruitment vary from firm to another. Through this study, the researcher examined and complemented the above literature through establishing some other reasons and motives why firms can go e-recruitment HRM practice.

E-recruitment can be understood as recruitment by use of various electronic means (Cober, *et al.,* 2014). According to Lawrence, *et al.,* (2007), e-recruitment which can be considered as online, Internet, or web-based recruiting can be defined as the use of the Internet to identify and attract potential employees such as advertising a vacant position and attracting a pool of applicants through corporate websites and Internet job boards. Borstorff, *et al.,* (2007) also cites that e-recruitment system is a back-office system for administrating the recruitment process, and can thus be perceived as an umbrella term covering recruitment activities performed using various electronic means and the Internet, including online recruitment and e-recruitment systems. From the above authors, it can be considered that e-recruitment have and is known differently by different publications, this study focused on finding out the ways in which management and staff at Airtel Uganda define and consider the concept of e-recruitment to mean.

According to Holm (2013), e-recruitment does not only have a noticeable effect on the overall recruitment process in the studied organizations, but also on the operations of the recruited employees. The most often reported benefits of electronic recruitment include wider applicant outreach (Kay, 2000), faster information exchange between potential employees and employers (Singh and Finn, 2003), lower costs of advertising (Zall, 2000), data accessibility and availability (Sylva, & Mol, 2009), reduced costs of communications (Lin & Stasinskaya, 2002), and improved organizational attraction.

16

Despite the challenges e-recruitment faces especially in developing sub-Saharan Africa, where the level of technological advancement is still low, most firms that have given attention to use of e-recruitment are doing better (Mulyanyuma, 2015). This calls for need to explore the extent to which e-recruitment is being used in Uganda and how have it facilitated employee performance in firms it was being used. Particular attention for this study's purpose was on Airtel Uganda.

Nivlovci (2014) observed that organizations first started using computers as a recruitment tool by advertising jobs on bulletin board services form which prospective applicants would be contacted by the employers, but this has moved to using a world wide web (www) connections to source and recruit employees. By 1980s, some organisations had begun to take e-applications (Sadiq *et al.,* 2012), and today the internet has become a primary means for employers to search for candidates and for applicants who look for job on the corporate website or an online recruitment vendor's website. Applicants to send their resumes electronically via email and employers recommend and make selections of employees to fill various vacancies on-line as well (McKenna & Beech, 2008). This is a recent innovation which may not be widely used in many organisations in Uganda, and hence this study was carried out at Airtel Uganda to establish the ways in which the company is using e-recruitment and if so in sourcing for which categories of employees.

Likewise Swaroup (2012) stressed that today the internet has become one of the means by which employers search for candidates. Through this process suitable employees likely to perform can be electronically scored. Online recruitment is another part of the activities which technology replaces people. Saving time and money for the organization is the main benefit of this mode (Torres and Arias, 2009). Therefore, a better and well managed e-recruitment helps to save time and resources for and on behalf of the organisation. This

study focused on the ways in which e-recruitment does this role and whether Airtel Uganda was enjoying these benefits in its HRM due to use of E-HRM. Details of this are expounded on through this study.

According to Sadiq *et al.* (2012) basing oneself on the use of e-recruitment approaches exposes and widens the company's potential of attracting many clients (job seekers) as the recruitment process is open and accessed by many. This gives the organisation an opportunity to have a comparative advantage of choice among the potential job seekers. In the earlier study of McKenna & Beech (2008), the employees' information is first obtained and examined at length even before the organisation can make decision to deploy a person, this helps the organisation to attract and hire employees with high levels of confidence. By putting an advertisement on line or among various contents on its web site, the company opens up for better and well trained, competent personnel, whose productivity return may not be questionable (Mulyanyuma, 2015). Using e-recruitment in such a case may not only benefit the firm to get the right people for the right positions but also attract highly effective and productive labour force. However, some firms have for long been using E-HRM and their employees' productivity per unit has not improved proportionately. This set a need and cause to examine how e-recruitment has helped firms to get competent, helped it to source for well trained and efficient human resources, a fact that was examined during this study at Airtel Uganda.

Electronised and web based performance appraisal is one of the helpful methods in evaluating the employees performance in the organization with the technology aid (Dressler, 2013). One of the main arguments in the appraisal performance discussion is about the key role of appraisal performance in managing personnel performance. The fact of, impact of appraisal could improve performance, is discussed from different point of

views (Mullins, 2010). Some people believe that it is really important to improve the quality of the employees' performance. On the other hand some specialist thinks it could not make any remarkable impact on the personnel productivity, but in the view of Sylva and Mol (2009), e-recruitment is a foundation for the firm to attract and have pending applicants, from which it can make careful selection of employees.

Employees already in service have to work harder and do their best to improve on their performance, since they are aware of being replaced by the pending potential employers, continuously applying-online. This may not always be the case for all employees and hence with or without e-recruitment structure, the performance of employee may hardly change (Borstorff, *et al.,* 2007). This study focused on examining how e-recruitment can enhance employees' performance basing on the belief of many potential employees awaiting on line to take up different positions in the organisation, with basic reference to the operations of Airtel Uganda.

According to Swaroup (2012), human resource management and most especially when electronic training/learning results and improves employees' evaluation and information sharing. In his view, e-HRM at the point of recruitment paves way for the organisation to set a system in which they can keep track record of item employees and potential employees, and involve the employees in the recruitment process through filling on-line prompts, forms and other recruitment process guidelines. This keeps them focused to performing better and achieving set targets and objectives.

Budhwar and Mellahi (2007) reveals that progress in adoption and implementation of e-recruitment helps to build a reputation of the firm, and this is so because the firm is widely known and its information accessed globally. Earlier studies (Singh and Finn, 2003, Zall,

19

2000 and Borstorff, *et al.,* 2007) all agree to the fact that proper and well established e-recruitment platform helps the firm to communicate effectively to potential job market, at manageable costs and more accurately than when the manual approach is used. The reputation of the firm is also built when people know they can apply for jobs on line and be given jobs on-line from near and distant places. Employees can be sourced from different parts of the world providing the firm with a team of human resources with different competencies (Torres and Arias, 2009). The study focused on obtaining information on how Airtel Uganda was enjoying some of these benefits as it implements e-recruitments in its human resource management function.

2.3.2 Relationship between e-appraisal and staff performance

According to Lawrence *et al.,* (2007) successful performance is that which achieves set targets as expected or set targets. Each organisation should focus on evaluating the performance levels of its employees. This can be done through proper appraisal levels. Mullins (2010) also says that proper human resource management ensures there are checks and balances to evaluate and check the performance levels of e-appraisal. This study examined whether Airtel Uganda carried out Staff Appraisal, at which level is carried out and by who, and whether the company uses e-appraisal method of appraising its staff.

Earlier studies (Lin & Stasinskaya, 2002; Kay, 2000 and Heery & Noon, 2001) all agree that performance of employees when appraised and feedback is made basing on performance appraisal results, the firm is able to identify and solve most of its loopholes. E-appraisal is one of the most recent approaches of conducting appraisals, in addition to manual employer-employee forms, supervisor-employee forms and other tools the firms use to appraise their employees (Fitzpatrick, *et al.* 2007). There has been wide criticism by

20

the people who still prefer use of manual appraisal forms, that e-appraisal is expensive to maintain, but close to 56 percent of the firms examined in the studies (Fitzpatrick, *et al.*, 2007; Sylva and Mol, 2009; and also Torres and Arias, 2009) show that firms are adopting e-appraisal due to a number of benefits. This study examined some of the benefits of using e-appraisal with reference to employee performance at Airtel Uganda.

Employee appraisal is done using performance Appraisal Forms (PAFs) which are downloaded or installed on the web sites of the company under e-appraisal approach. According to Maicibi (2007) trends in technological advancement as well as improvements in HRM, has not only improved e-operations but also in e-appraisal. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations (Kock, 2011). Therefore the use of e-appraisal helps the employees to evaluate themselves and rating their performance in relation to their peers, which can be a tool to improve their performance levels and trends (Laudon and Laudon 2014). This study aimed at examining the extent to which due to use of e-appraisal, employees can evaluate and conduct self-appraisal, and how have this helped to improve the performance of employees in private firms. Focus and reference was undertaken basing on the operations of Airtel Uganda.

In the view of Abu-Doleh & Weir (2007), Staff appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. The firm can also evaluate the aspects of individual employees, such as organizational behaviour, accomplishments, potential for future improvement, strengths and weaknesses.

Katz and Kahn (2006) reflect on the aspect of staff appraisal as an HRM evaluation tool. The HR manager needs to check what accomplishments have been attained by the

21

employees, and this can be done by providing an appraisal criterion. In the event of undertaking staff appraisal, there can be self-assessment, assessment by the other official (at the same level) and final assessment by senior official (Kettley & Reilly, 2013). This study focused on examining how staff appraisal can be done online or by using computer-based appraisal platform, and focus was on e-appraisal activities at Airtel Uganda.

Gharaibh, *et al.,* (2013) reveals that e-appraisal is a recent approach of staff appraisal in modern times human resource management. Owing to time constraints and paper work involved, most firms have resorted to using e-human resource practices which includes e-appraisal of their human resources on line (Cober, et *al.,* 2014). DeNisi & Pritchard (2006) also reveals that 57-70 percent of firms in developed economies have resorted to using e-appraisal although level of its application is still below 30% for dominant African countries (Aziz & Mannan, 2013). This shows that the adoption of e-appraisal is one of the most trends of in HRM and this study focused on the extent by which Airtel Uganda undertook its staff appraisal and which categories of employees are appraised by e-appraisal approach.

According to Afshan, *et al.,* (2012) e-appraisal is an automated performance appraisal system that enables employees to write self-appraisals, allows managers to write performance appraisals, get input from others such as committee members, as well as set goals for the next performance year. During e-appraisal, the firm designs its e-appraisal forms on line and sets a fill-in form online that can be filled in by the employees themselves, forward them to their appraisers and supervisors. Through e-appraisal, there is fast, reliable and dependable generation of performance feedback which can be used to improve employees' innovations and commitment levels at work place (Selden, & Sowa 2011). Despite using e-appraisal, some firms still fail to achieve timely and independent appraisal report and hence this study focused on establishing the extent to which e-

appraisal can improve employee performance through providing timely, detailed performance reports on the employees.

Adoption and use of e-appraisal is very effective adoption for any organisation as it helps to save time (Schraeder, Becton, & Portis 2007), ensures that the appraiser is not faced with undue influence from the Appraisee, and or delay in completion of the appraising exercise (Manasa & Reddy, 2009). The use of e-appraising is gaining prominence and widely recognised due to its effectiveness on bridging the gap between manager and staff in the process of staff performance appraisal. There have been instances where the appraisee does not sign their reports, rejecting the position held by the appraiser or other factors through which the PAFs go through (Abu-Doleh & Weir, 2007) and this is also common among many firms in Uganda. This makes the perceptive that some manually filled PAFs can be edited, and reproduced, contrary to an appraisal where already entered data is directly capture. Detail on this was examined in this study through focusing on e-appraisal and employee performance at Airtel Uganda.

Muchinsky (2012) while reflecting on why staff appraisal is important cites a number of issues that emerge because the firm has a functional employee appraisal programme (EAP). It is easy for the employees to exhibit high level of commitment in their service, dedication at work place (Balasubramanian, 2014), team work and team player (Borstorff, *et al.*, 2007) when they can appraise and receive their appraisal report feedback directly to their workplace portals. According to Burton *et al.*, (2006), progress in workplace task accomplishments tend to increase when the employees can receive their appraisal reports on-line from distant bosses, more so Armstrong (2009) reports that well-handled, implemented and up dated e-appraisal platform helps the employees not only to enrich their performance levels but also focus on innovation and research. These benefits

however vary from firm to another in accordance to the level and effectiveness of staff e-appraisal applications at the organisation.

The advantage of e-appraisal unlike traditional paper-based appraisal is that it can be done at any time, and each and every employee can freely participate it the procedure, it save time, costs, allows for fast and continuous appraisal activities among employees. Employees can even appraise their bosses freely and without undue influence (Aziz & Mannan, 2013). According to Aziz & Mannan, (2013) and also cited by Kettley & Reilly, (2013) is the perspective that under e-appraisal approach, there is room for timely and easy appraising exercise and feedback communication from one employee to another and from the top administrators to other section head or from department to head office. Care should be taken to ensure that the appraisal details may not be necessary to allow for confidentiality and undue influence. The e-appraisal procedure also facilitates work place commitment of employees (Laudon and Laudon 2014) which enhances their task accomplishment calling for job enrichment, rotation and on-work promotions (Fitzpatrick, *et al.*, 2007).

Ball (2001) also observed that e-HRM evaluation is allowed for entire evaluation performance that will take place on-line which is on the front of the internal corporate network. This means that directors and staff members are able to provide performance information straight to human resources department via electronic forms. This practice reduces the use of papers for each of the supervisor and oversight which can minimize the time and cost of striking to the Human Resources Department. Self-service applications allow managers to instantly enter the results of performance appraisal management, employee's performance goals, results and Performance planning on their personal pages. However the extent to which e-performance appraisal and management was carried out at

24

Airtel Uganda had not yet established. This study was conducted as an attempt to try and establish effect of e-HRM and employee performance.

2.3.3 Relationship between E-Learning/Training and staff performance

According to Heery & Noon (2001) training and learning are continuous in everyday life and is much more critical when considered in terms of human resource development in an organisation. Training forms a basis of career development, job enrichment and workplace opportunities such as recognition, promotion and motivation (Kamal *et al*. 2013). Studies (Oiry, 2009, Coetzer, 2006 and Kay, 2000) show that training and learning are inter-related and co-exist as a form of enrichment in skills, knowledge and experience of an individual over time.

McKenna & Beech (2008) also consider training and learning as key aspects of human resource management. The manager right way from recruitment should have in place a mechanism of ensuring continuous training and learning of the organisation's human resources. Nassaazi (2013) reveals that training is critical and is part of HRM management as a policy and requirement. Each organisation should have training and learning policy for its human resources (Khloud Bou, 2015), what varies is the means, mechanism and dimensions in which this training and learning take place. This puts training at the fore-front among the different human resource management activities, and this study focused on human resource training and learning carried out at Airtel Uganda most particularly that undertaken on line.

The firm can opt for refresher courses, on-job training, induction training, periodical trainings and off-work station trainings (Hong, et *al.,* 2004) or a combination of these. The HR manager should however be considerate to ensure that training has little effect on the performance levels of its employees most especially when training and learning would

require leaving the workstation for some time. A better approach has to be used so that staff gets trained and keep on their jobs. This makes e-training/learning such an indispensable means (Nenwani *et al.*, 2013).

According to Bell (2007), e-learning or e-training is one other way of conducting training in an organisation under the e-HRM function. This process is being implemented in companies since it does not have the limitations of traditional training, such as time and location. In the earlier studies (Ngai and Wat, 2006; and Bekers and Bsat, 2012), all show that e-learning and e-training form a core platform of using e-management environment for organsational benefits. The fast development of telecommunications has made e-learning possible and advantageous and this study focused on the ways in which e-training and learning has affected the performance of employees in the organisation.

According to Mulyanyuma (2015), e-training and learning is seen as offering the potential to improve services and performance of employees, it is a basis for human resource career development and exposure (Afshan, *et al.,* 2012) and sets an environment in which employees can easily network with a global fraternity and be able to learn on experience of others (Balasubramanian, 2014). According to Coetzer, (2006) e-human resource career development programmes channeled through e-training and learning programmes saves time of the organisation (Houger 2006). It is also a means of vertical growth of the firm as its employees interacts with other employees in other organisations in the same industry, through inter-firm training and sharing programmes (Holm, 2013).

According to Stair and Reynolds (2012), e-training and learning form a core base of employee performance skill enrichment and evaluation. Employees are able to have an opportunity to learn while on their workstation, and the company is able to evaluate and offer performance scores to each of the employees through their training assessment

portals (Holm, 2013). Moreover, Muller (1997) mentioned that e-learning is also less expensive than traditional training because companies do not have to book training rooms, pay for travel costs and trainers (Strother, 2002). Kaplan-Leiserson (2002) defines E-learning as; *"a wide set of applications and processes, such as web-based learning, computer-based learning, virtual classrooms, and digital collaboration"*. The Internet can be used in assessing training needs, e-learning activities in the working areas and career management. The use e-mail and electronic forms that are on the firm's intranet or Web site, is restricted to collect information for training needs assessment, which resulted in many benefits that included reducing paperwork, decreasing administrative costs, shortening time and distribution response and the increase in response rate.

2.4 Conclusion

Human Resource Information System has increasingly transformed since it was first introduced at General Electric in the 1950s. Human Resource Information System has gone from a basic process to convert manual information-keeping systems into electronic systems. Because of complexity and data intensiveness of the Human Resource Management function, it is one of the last management functions to be targeted for automation (Bussler & Davis, 2012). From the literature review above, different studies have given their perspective on the aspects of recruitment, appraisal, training and learning and how these could be useful in influencing the performance of employees. However, the recent innovations and use of e-HRM has not been widely covered especially in reference to different HRM practices in developing countries. The extent to which e-HRM relates with staff performance still remained an area that should be attended to by recent research. E-HRM activities and its relationship with employee performance had not yet been examined and as such formed a basis for conducting this study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents study design, population, sampling strategies, sample size selector, data collection methods, instruments, procedure, data quality control, data analysis and ethical considerations.

3.1 Study design

The study used a case study design. A case study design enables the researcher to study a given undertaking in detail (Amin, 2005). For that matter, the design selected enabled the researcher to study in detail, e-HRM practices and their contribution to employee performance at Airtel Uganda. The study also used correlations for purposes of establishing the relationships between variables (Mugenda and Mugenda, 2005). Correlation was mainly used to establish the relationship between e-recruitment, e-appraisal, e-training/learning variables and financial performance. Correlations helped to explain whether there was an association between the independent and dependent variables of this study.

3.2 Area of the Study

The study was carried out at Airtel Uganda and it specifically focused on the management and staff of Airtel Uganda. Airtel Uganda is one of the major telecommunication companies in Uganda (Airtel Uganda Annual Report, 2014). It has a customer profile of 7.5 million subscribers and 3000 Base Transmission Sites (BTS) across the country. The company has a total population of 200 employees acting as management and staff in

various departments at its head office located at Airtel Towers, Plot 16A Clement Hill Road in Kampala city. All these were considered as population for this study.

3.3 Population

The study population refers to a total number of items, persons, and elements that qualify to participate in the study. It may be an overall sum or targeted population depending on the choice of the researcher (Oso and Onen, 2008). The study target population was 200 employees of whom 20 were administrators and 180 served as staff at Airtel Uganda. It involved Airtel employees serving in all department of the organisation since performance measurement is based on overall performance of all employees in different departments and sections. Administrative staff was involved in the study because they are the ones responsible for managing employees' performance and hence can provide information about the study.

3.4. Sample Size

The study sample size was determined basing on Krejcie and Morgan (1970) table of sample size determination. For a population of 200, Krejcie and Morgan (1970) suggest a sample of 132 respondents. Therefore a sample size of 132 respondents was targeted and the composition was distributed as shown in Table 3.1 below.

Table 3.1: Sample size determination

Category	Population	Targeted sample	Sampling Technique
Staff	180	108	Simple random
Managers	20	24	Purposive
Total	200	132	

Source: Accessed from Human Resource department, Airtel Uganda (2016)

3.5. Sampling Technique

The study basically used purposive and simple random sampling techniques. Purposive sampling refers to the technique used where people considered to have specifically required information on the subject under study are selected (Oso and Onen, 2008). Managers were purposively selected because they were directly involved in HRM, more specifically the human resource manager, ICT manager and all other heads of departments. The objective of selecting managers purposively was to get detailed information about e-human resource management and employee performance under their departments. In addition, simple random sampling was used to select the staff. Simple random sampling was used to select representative sample (Mbabazi, 2008) of staff because they were many in the organisation and it was convenient to select those at the disposal of the researcher.

3.6 Data collection methods/tools

Data was collected using both primary and secondary data collection techniques. Primary data was gathered using structured questionnaires and interviews and on the other hand, secondary data was gathered through review of related texts in books, journals and in libraries. The study used three data collection methods that is to say, a survey, interview and document review methods. Tools used included questionnaires and interview guides.

3.6.1 Questionnaire

A survey method was used to collect data on questions about the study. This was done through use of a questionnaire. The questionnaire method was used because the study respondents were literate and hence convenient for people who can read and write (Mbabazi, 2008). A self-administered questionnaire was the main data collection instrument; it had section A on respondents bio-data, section B on objective one e-recruitment and employee performance, Section C was on e-appraisal and employee

performance. Section D was on e-training and employee performance. The self-administered questionnaire was used because it helped the researcher to quickly access the selected number of respondents. Employees are literate hence can fill it easily; it was less likely not to attract interest of the respondents and hence guaranteed a high response rate.

3.6.2 Interview

The interview method was also used to collect data from Administrative staff. This method was used to get deeper perceptions and views on the study variables. The interview guide was the second data collection instrument. Each of the study objectives had qualitative items pertaining to it. The interview guide was used to give data that supplemented on data collected from self-administered questionnaire. Further, interviews helped to provoke deeper for valuable information that had not been provided in questionnaires (Kakinda, 2000).

3.6.3 Document review

The researcher also reviewed documents related with e-HRM function and employees' performance. This helped to ascertain secondary information regarding E-HRM and employees performance. Documentary review is vital in research as a tool for complementing primary data. It is a means of obtaining information by conducting extensive review of all related documents, texts basing on the study objectives (Kombo and Tromp, 2006). Specifically, documentary review in this study focused on documents about e-recruitment documents, e-training, e-performance management and on performance of employees.

3.7 Data quality control

The researcher ensured data quality control through validity and reliability of instruments.

3.7.1 Validity of instruments.

Validity of the instruments was ensured through the content experts like supervisors, and lecturers at Kyambogo University and some coursemates to assess whether they portrayed content of e-HRM function and employee performance. Two independent raters were used to respond to items within the two questionnaires to show the level at which they were valid. A content validity index was finally computed using a formula where.

$$CVI = \frac{Number\ of\ items\ rated\ relevant}{total\ number\ of\ items} = 0.5$$

The instruments were considered valid because they all had a validity index value greater than 0.5 (Mugenda and Mugenda, 2005).

3.7.2 Reliability of instruments

The reliability was ensured by testing the instruments for the reliability of values (Alpha values) as recommended by Cronbatch, (1946). Cronbatch recommends analysis for Alpha values for each variable under study. According to Sekaran (2001) Alpha values for each variable under study should not be less than 0.6 for the statements in the Instruments was deemed reliable. Consequently, all the statements under each variable were subjected to this test and proved to be above 0.6.

3.8 Data collection procedure

An introductory letter was sought from the school of Management and Entrepreneurship research coordinator for purposes of introducing the researcher for permission to the required Management of Airtel Uganda. With due approval from the management of Airtel Uganda, the researcher booked appointments with respondents, and gave out questionnaires to the respondents. He also carried out interviews with key respondents in the ICT, Human Resource and Operations department. These were key departments in accordance to the

topic under study as they were directly involved and affected by use of e-HRM and employee performance. Questionnaires were issued to the respondents and collected after three working days. All responses were collected, and processed into a report that was submitted to Graduate School, Kyambogo University.

3.9 Data analysis

The study data collected was fed into the computer using the Statistical Package for Social Scientists (SPSS) for easy analysis and interpretation of results. The data was analyzed using descriptive statistics, inferential statistics (correlations) and narrations as these would help provide comprehensive coverage of results (Ahuja, 2010). Narrative analysis was used to explain the qualitative results of the survey. For clarity and easy interpretation, analyzed data was presented in form frequencies, percentages, means and standard deviations. The relationship between e-recruitment, e-appraisal, e-training and employee performance was tested using Pearson's Correlation Coefficient method and regression analysis methods.

3.10 Ethical considerations

The study was done in an ethical manner. Respondents at Airtel Uganda were requested to give data freely. Prior to this an introduction was made to relevant authorities, seeking permission of the study respondents to give data. For purposes of having official approval, the researcher obtained an introduction letter and approval letter from Kyambogo University and Airtel Uganda.

3.11 Limitations of the study

In the course of conducting this study, the researcher experienced the following limitations;

Some respondents took time to agree to answer the questions, or spare time for the study. This delayed or limited data on the study variables. However, with formal introduction, the researcher was able to establish good relationship with the respondents. He was also able to review a lot of literature regarding e-HRM and employee performance at Airtel Uganda.

The study was also conducted in one organization to represent all organizations in matters regarding E-HRM and employee performance due to time and financial resources constraints. However, the researcher anticipated that the findings may not necessarily portray the general view of the status of the relationship between e-HRM function and employee performance. To solve this problem, the researcher enriched his findings basing on the secondary sources to ensure that the findings obtained can be depended upon and considered in a general view.

3.12 Conclusion

This chapter presents the methods that were used to collect the data. It summarizes the study scope of investigation based on the research and sampling designs that were involved. The chapter also presents the total response selection rate and defines clearly how the data was collected, processed, analysed and processed. In summary, the chapter presents the methodological concerns that were adopted to attain study findings. These findings are presented in the next chapter of this study.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF THE RESULTS

4.0 Introduction

This chapter presents the findings that were obtained at Airtel Uganda Headquarters regarding E-HRM functions and employee performance in Private Organisations in Uganda. The presentation focuses on biodata of the respondents and the study objectives. The results are presented below.

4.1. Biodata of the respondents

A total of 132 respondents were selected for the study from the management and staff of Airtel Uganda Headquarters. All of them participated yielding a high response rate for the study. The study sought to establish the demographic factors of the respondents. Details of the respondents' gender, marital status, age, and qualifications are presented below.

4.1.1 Gender of respondents

The proportion of respondents basing on their gender was established as in Figure 4.1.
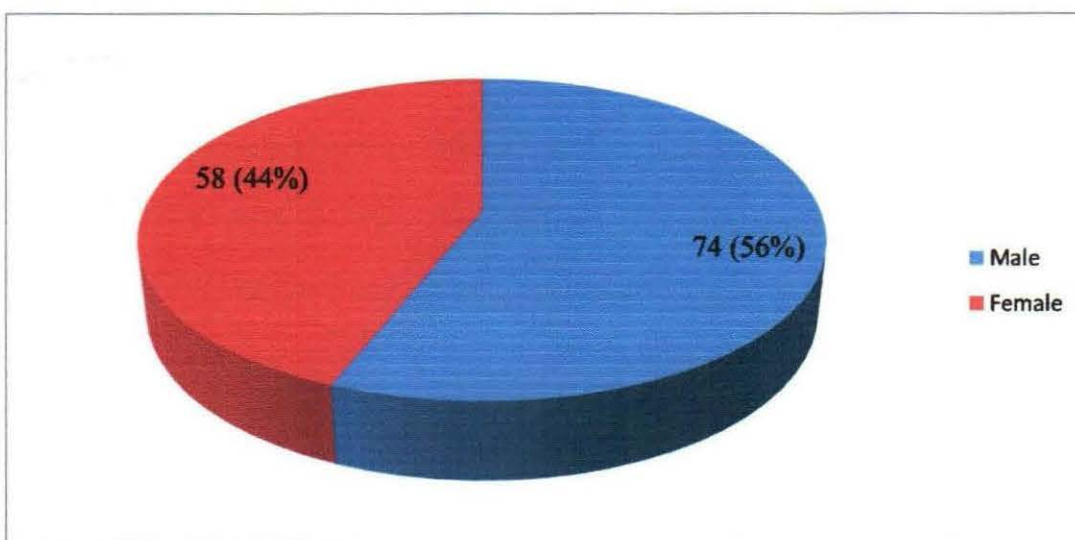
Figure 4.1: Demographic representation of respondents by gender

Source: Primary data

The findings as shown in figure 4.1 revealed that majority of the respondents were male (78, 56%) while the female were minority (58, 44%), although there was no big distinction between the male and female respondents. This shows that there were more male employees than female counterparts at Airtel Uganda depending on the departments and activities they do at the company.

4.1.2 Distribution of respondents by Marital Status

The study sought to find out the marital status of respondents serving at Airtel Uganda. The distribution is presented in Table 4.1 below.

Table 4.1: Distribution of respondents by marital status

Marital Status	Frequency (N=132)	Percentage (%)
Married	90	68
Single	38	29
Widow	04	3

Source: Primary data

The results reveal that a higher proportion of the respondents (90, 68%) were married while (38, 29%) were single and only 4 (3%) were widows. This findng shows that Airtel Uganda employed Human resources with different marital statuses as long as one has necessary qualifications and experience required to do given tasks. No particular marital status was mandatory for one to work with Airtel Uganda, although it was considered for purposes of job placement and allocations to various stations managed by the company.

4.1.3 Distribution of respondents according to age

In this section, the study sought to establish the categories of the respondents in terms of age. The categories were represented as shown in Figure 4.2.

36
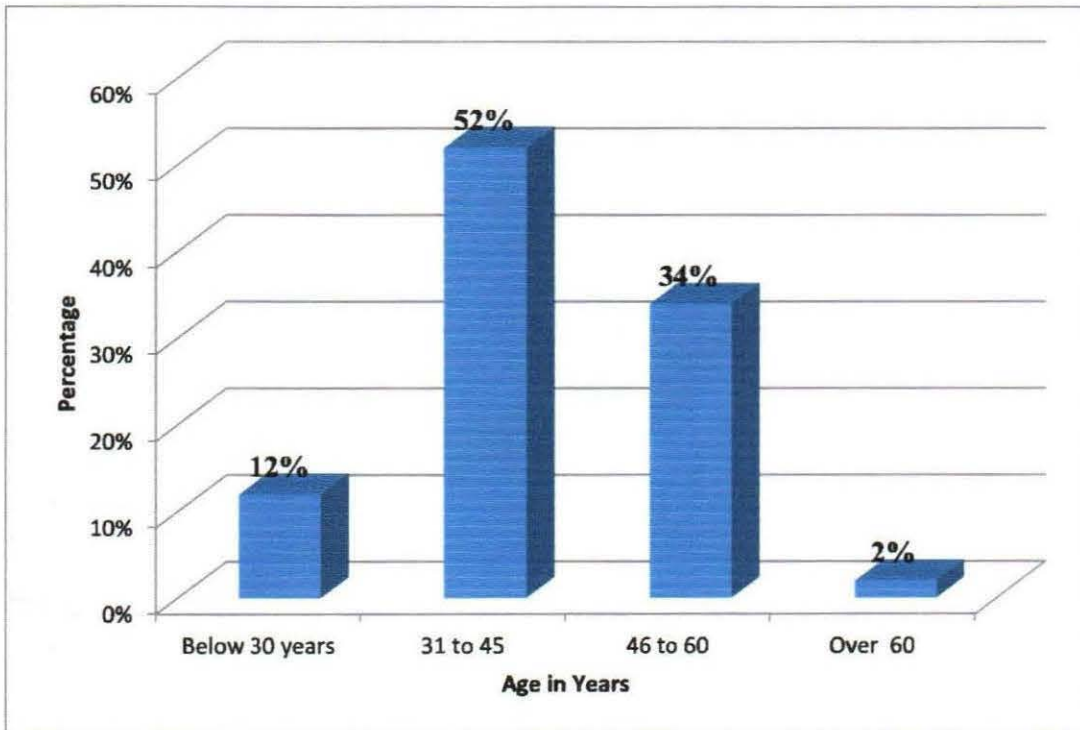
Figure 4.2: Age Category of Respondents

Source: Primary data

Results in Figure 4.2 shows that most (52%) of the members of management and staff contacted at Airtel Uganda were in the age range between 31- 45 years, which was slightly greater than the age range between 46-60 years which was 34%. There were 12% below the age of 30 years, and only 3 (2%) of the respondents were over 60 years. Thus, 113 (86%) of the respondents were between 31-60 years. This distribution of respondents shows that Airtel Uganda offered employment opportunities to all human resource irrespective of age, although most of the people had to first complete their education to at least a degree which takes 26 -30 years in Uganda before seeking for employment.

4.1.4 Qualifications of respondents

The study sought to find out the qualifications (highest held) by respondents. The distribution obtained is shown in Figure 4.3 below.

37
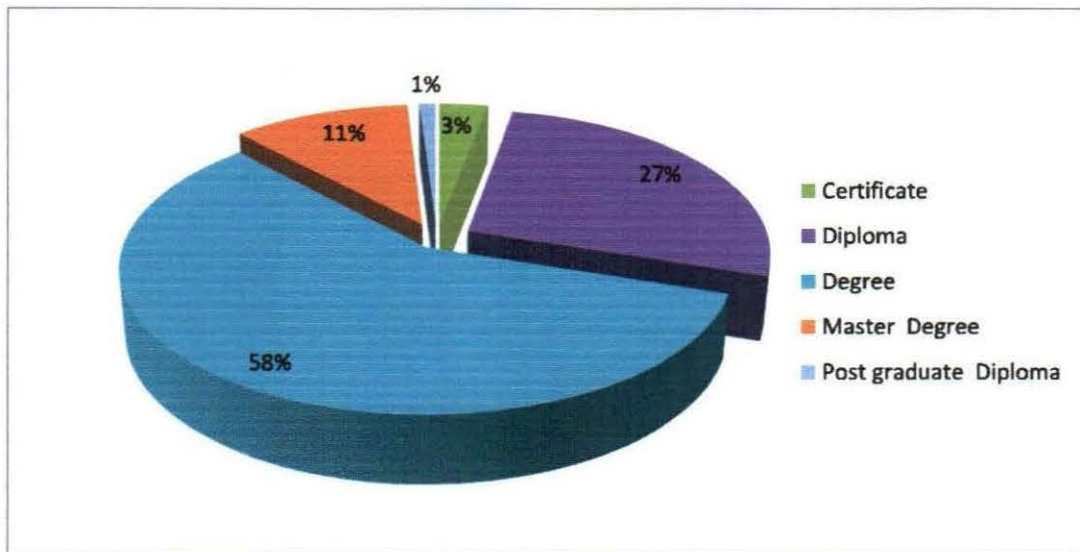
Figure 4.3: Distribution of the respondents by qualifications

Source: Primary data

The results reveal that a higher proportion of the respondents, 76 (58%), had bachelors degree in their respective areas of specialization where they served. Those who had diploma as their highest level of education constituted the second highest proportion 36 (27%) of the respondents, followed by those with masters degree (15, 11%), and 4 (3%) had certificates as their highest level of Education. Only 1 (1%) had a post-graduate diploma as their highest level of Education, and none of the employees at Airtel Uganda were either O' level or A' level holders. This distribution of respondents was a clear representation of the sample since more educated respondents implied a high level of experience and more reliable response and fact-based results.

4.2 Examining the relationship aspects between E-recruitment and Employee performance

The study set one of its objectives on assessing the relationship between e-recruitment and performance of employees. The items from the questionnaires on the above objective were weighed on a 5-point likert scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). They were scored as 1, 2, 3, 4 and 5

respectively for further analysis. The details are presented in descriptive statistics shown by the values of the respective means and standard deviations of the key empirical references. Results are presented in Table 4.2 and analyzed in the proceeding descriptions.

Table 4.2: Mean and standard deviation of statistics on ways in which e-recruitment relates with employee performance

	N	Minimum	Maximum	Mean	Std. Deviation
Airtel utilizes internet to recruit its employees	132	1	5	2.54	1.333
Airtel uses office and on-line computers in e-recruitment activities if its employees	132	1	5	2.37	1.322
Potential job seekers apply on line for jobs	132	1	5	2.05	1.367
Airtel puts job advertisements on its website while conducting e-recruitment	132	1	5	1.67	1.129
The entire recruitment process of Airtel is carried out on-line	132	1	5	3.55	1.213
Using e-recruitment makes the company have detailed information of the applicants	132	1	5	1.52	.786
E-recruitment helps the employees to have first chance to take up opportunities that exist in the company	132	1	5	1.70	1.139
E-recruitment helps employees to improve their workplace performance in fear of being replaced by potential employees applying on line	132	1	4	1.59	.720
E-recruitment helps employees to remain motivated to their work stations and duties	132	1	5	1.67	.897
E-recruitment encourages employees to work hard so as to be promoted	132	1	4	1.93	.812
Facilitates faster exchange of information between the company and potential employees	132	1	5	1.56	.927
E-recruitment promotes teamwork and co-operation of staff at Airtel Uganda	132	1	4	1.76	1.049
E- recruitment helps to keep employee track record and feedback that promotes professionalism at workplace	132	1	5	1.55	.976
Valid N (listwise)	132				

Source: Primary data

39

In Table 4.2 are details of the measures regarding the ways in which e-recruitment is carried out at Airtel Uganda and how it affects employee performance. The statements have been ranked basing on their mean and standard deviation to deduce the meaning out of the results as described.

4.2.1 E-recruitment is by use of Internet

The study as reflected in Table 4.2 above found out that respondents agree that the company utilizes internet to carry out its recruitment with a mean value of 2.55 which is slightly above the mid-point on the ranking scale. There was also a significant standard deviation of 1.333 among the responses obtained. This shows that while internet was used, it was used in addition to other means of recruitment hence attracting an average response in the study.

While interacting with the Human Resource staff, It was established from almost all of them that at Airtel Uganda, there are open opportunities for all employees at all levels when it comes to accessing their positions by using e-recruitment, In his view, the operation manager supported this, and revealed, I quote,

> *"When it is time for sourcing human resources, the company designs an advertisement, which it puts on the website. It is open for all people whether already employees of the company or public potential employees..."*

From the above perceptions and respondents, it was found out that all positions of the organisation when there is need for placements; the internal and external advertisements are made and posted on the website of the company. Potential employees who are interested can log in and apply. It is now a policy that even advertisements put in

newspapers and other media recommend that applications be downloaded on the website to encourage the public to go-electronic.

4.2.2 Uses office and on-line computers in e-recruitment

From the findings, respondents agreed with the fact that Airtel uses office and on-line computers during e-recruitment as reflected by a mean value of 2.37 and a corresponding standard deviation of 1.322. This shows that most respondents were having consensus on this view, an indication that while undertaking e-recruitment, Airtel does not depend on internet alone but also puts to use office computers. Interacting with the ICT staff and most especially those in the HRM department, it was revealed that all computers can access the company on-line job portal and as such both on-line system and office computers were useful in e-recruitment. Supporting this view, the ICT manager said, I quote;

> "Airtel On-line recruitment is accessed as long one log in into our website. So whether in office or in public, employees can access opportunities"

The study findings thus reveals that employees have an opportunity to have unlimited access to the various e-recruitment activities which can have positive effect on their performance scope.

4.2.3 E-recruitment involves receiving on-line applications

In Table 4.2, respondents revealed that potential job seekers for Airtel Uganda largely apply on line for jobs and their perceptions show a mean of 2.05 which was high since it is slightly lower 2, the point of agreement with the statement. There was a slight variance in their responses as cited by standard deviation of 1.367. In addition, a mean mark was obtained at 1.67 with a standard deviation of 1.29 for the view that the company

41

puts job advertisements on its websites. In addition to this view, when asked on whether e-recruitment involves on-line applications for all including its employees, the HRM manager supported the statement and in his words he said, I quote,

"We have all along been using manual approaches of recruiting employees, but with the increasing innovations and use of ICT, on-line recruitment is a recent innovation. To date, Airtel Uganda carried out lot of e-recruitment, though the service has not been long adopted".

In addition, the Operations and ICT managers also supported the above views and when interacting with the ICT manager, She said, I quote.

"Use of e-recruitment has resulted into improvements in the web page of the company, to accommodate details of on-line applicants..."

These findings in general show that e-recruitment was being used although it was being used as a complement to the traditional hard copy and manual approach of recruiting employees. All these responses concur to the fact that one way of carrying out e-recruitment, the company puts job advertisements on the website and potential buyers upload the applications and send their details on line.

4.2.4 All recruitment at Airtel Uganda is e-recruitment

Findings on this aspect show that most of the respondents disagreed with this statement as shown by a mean of 3.55.But since the mean is close to the mark of 4 (disagree), there is need to focus on the variation. Thus a standard deviation of 1.213 obtained suggests that most of the respondents concurred with the above assertion.

While interacting with the respondents, and more specifically with the Head of Human Resource Management department, he said, I quote;

"It is true we (Airtel Uganda) have adopted use of e-recruitment, but all other possible means of recruiting staff are all used to source for human resources...."

Therefore, on-line recruitment was being done as a complement to the traditional hard-copy application approach of recruitment at Airtel Uganda.

4.2.5 E-recruitment provides detailed information on applicants

The results as reflected in Table 4.2 show a mean of 1.52 regarding the view that by using e-recruitment makes the company has detailed information of the applicants. This is close to 2 a rating for high which shows the respondents agree with the statement. Consequently a very low standard deviation 0.786 is also obtained. This shows that e-recruitment helps employees to know that their details are on-line and known which makes them to work hard and remain focused adhering to what they stated while applying for the jobs in their applications.

In addition to this view, one of the respondents who was a senior staff in the Human Resource Management department, said; I quote;

"We have since the introduction of e-recruitment been able to access our information, and base on this information to enhance our performance objectives. Earlier before, one would forget what he or she put as details during applying, since these would not be easily accessed for reference, after getting employed"

This view of the respondent in addition to the mean and standard deviation scores it was found out that e-recruitment helps employees to know that their details are on-line and keep focused which improves their operations, performance and workplace achievements.

4.2.6 E-recruitment ensures high employee performance to take up opportunities

The analysis of the results in Table 4.2 reveal a mean of 1.7 which shows that the respondents were in strong agreement to the fact that e-recruitment helps employees to work hard so as to take up opportunities that exist in the company. However, a standard deviation of 1.124 which shows significant variations in opinions show that some employees' performance was not linked with the need to take on existing opportunities presented by e-recruitment.

Results from the interview interactions with the different employees' at Airtel Uganda, show that they have benefited a lot especially by getting the first-hand opportunity to take on opportunities in terms of new jobs. The employees are argued to work hard to fill in the gaps before the jobs are the public. In an interview, one of the administrators said,

> *"It has become easy and an opportunity for the employees already at the company to have on-line access to opportunities available, before these are advertised in general advertisement for public consumption." Employees can always work hard anticipating such opportunities....."*

This view in addition to the results in Table 4.2 reveal that the aspect of using e-recruitment is very important for employees especially in re-engineering their efforts to work hard and take up opportunities available on-line in the company.

4.2.7 E-recruitment increases fear of being replaced so staff improves their performance

The results reflected in Table 4.2 show that due to e-recruitment employees' work hard in fear of being replaced by a high number of potential employees applying directly on line. This was shown by a mean of 1.59 and highly agreed by many respondents with minimal variations as revealed by a standard deviation of 0.72. This shows that —recruitment

enhances employees' devotion to their work in fear of being replaced which improves their performance levels in the organisation.

4.2.8 E-recruitment and promotion-oriented employee hardwork

From Table 4.2, a mean value of 1.67 close to a score rate of 2 was obtained showing that majority of the respondents agreed with the view that e-recruitment enhances and encourages employees to work hard and focus on the possibility of being promoted so as to create room to new employees to take up lower carder jobs in the organization. This was true and supported by many with minimal variances in opinions (sd. of 0.897). This implies that without e-recruitment employees may not be devoted to work and perform better to be promoted so that they do not compete with new workers, as they may not be sure as and how the company will recruit.

In the views of the operations manager, it was revealed that, and I quote;

> *"As a manager, I believe using any modern approach in carrying out any activity is important not only to the organisation but the employees themselves. Chances provided via e-recruitment help employees to do better and get promoted, if the opportunities exist on-line."*

This finding therefore, shows just as established in Table 4.2, the efforts of the company to undertake e-recruitment are fruitful and most especially in motivating employees to work hard so as to be considered for promotional opportunities when they arise in the recruitment process.

4.2.9 E-recruitment helps in fast information sharing

The results of the survey presented in Table 4.2 suggest that e-recruitment facilitates faster exchange and sharing of information which improves employees' performance. This is

evident by a mean response of 1.56 close to the highest level of agreement to the statement, and this is also supported by minimal variances in ideas and opinions by respondents on this statement (sd. 0.927). This is considered as a key area in which e-recruitment relates to and how it yields to improved employee performance and clear flow of information results into good performance among employees.

4.2.10 Promotes team work and workplace co-operation among employees

The study as reflected in Table 4.2 found out that the respondents agree that e-recruitment is essential in promoting teamwork and workplace co-operation among employees represented with a mean value of 1.74 close to the responses rank 1, and there was corresponding standard deviation significant at1.049.This indicates e-recruitment can improve employee performance by encouraging employees to work together effectively as a team.

When contacted about the extent by which the current state of e-recruitment being practiced at Airtel Uganda, the Human Resource Manager regarding the view that it (e-recruitment) improves teamwork and co-operations subsequently resulting into high performance levels of employees, he said, I quote:

> *"Teamwork and cooperation is a character that emerges out of personal perceptions and behaviour, but e-recruitment has attracted employees with various skills enhancing sharing, team work and learning from one-another. This has resulted into team-based performance outcomes..."*

This shows that though it is not such a necessity, use of e-recruitment has promoted teamwork and has this has also resulted into high level of co-operation among employees elevating their level of performance at workplace.

4.2.11: Helps improve employees' professionalism

Results reflected in Table 4.2 also show a mean of 1.55,which is close to the strong agree assertion rating for the statement that e-recruitment **helps to keep employee track record** and feedback that promotes professionalism at workplace. This shows that most of the respondents conceded to this view and there was a standard deviation of only 0.976 concerning the opinions given. This means that a well undertaken e-recruitment improves professionalism of employees which subsequently enhances their performance.

From interviews with the ICT manager of Airtel Uganda complemented the above view that e-recruitment has helped to improve professionalism and performance of employees. Commenting on this assertion, the ICT manager said, I quote;

> *"E-recruitment is a key tool for fundamental change in employees' conduct and professionalism. The system sets ways that are followed to recruit staff, and as such only competent staff is able to go through this system.. When finally recruited, they offer professional service and perform well...."*

These views of the ICT manager as well as descriptive statistics in Table 4.2 shows that e-recruitment is useful when properly carried out in boosting the level of professionalism and performance of employees at various levels of operations and management in the company.

To establish the extent to which e-recruitment related with employee performance, a pearson multiple correlation was used and findings were as presented in Table 4.3 below.

Table 4.3: Relationship between e-recruitment and performance of employees

		1	2	3	4	5
1	E-recruitment practices	1				
2	Employee improvement at the work place	0.313**	1			
3	Faster exchange of information between employees and company	0.234*	0.785**	1		
4	Promotes teamwork and co-operation of staff	0.664**	0.349*	0.289**	1	
5	Tracking records and feedback at work place	0.564**	0.432*	0.678*	0.986**	1

* - 0.01 (correlation is significant at 0.01 level of significance (2 tailed)*

* - 0.05 (correlation is significant at 0.05 level of significance (2 tailed)

Table 4.3 above presents relationship between e-recruitment and employee performance basing on the dimensions improving employee workplace performance, promotes team work and helped in tacking information of employees. The results show that e-recruitment positively relates with all the dimensions. Specifically e-recruitment relates with employee performance positively by improving employee workplace performance, facilitating faster exchange of information, promotes teamwork and helped in tacking information of employees at (r = 0.31, p<0.01, r = 0.785, p<0.01, r = 0.664, p< 0.01, and r = 0.564, p< 0.01) respectively.

This suggests that while e-recruitment positively relates with employee performance, the extent to which it yields to the sighted out dimensions of employees; performance vary as established above and this answers the first research questions which states, *"What is the relationship between e-recruitment and the performance of employees?"* as set to be investigated for this study.

48

4.3 Examining the relationship aspects between E-appraisal and employee performance

The second objective of this study was to analyze the relationship between e-appraisal management system and performance of employees. Results were based on the weighed on a 5-point likert scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). They were scored as 1, 2, 3, 4 and 5 respectively for further analysis. The details of the descriptive statistics shown by the values of the respective means and standard deviations on this objective are presented in Table 4.4 below.

Table 4.4: Mean and standard deviation of statistics on ways in which e-appraisal relates with employee performance

	N	Minimum	Maximum	Mean	Std. Deviation
Staff appraisal is a regular HRM practice at this company	132	1	5	2.52	1.526
E-appraisal is used at this company	132	1	5	1.75	.919
Only top-administrators are appraised electronically	132	1	5	3.91	.976
E-appraisal is conducted for all employees	132	1	4	1.67	.599
Employees appraise each other via e-appraisal approach at Airtel Uganda	132	1	5	3.14	1.236
E- appraisal report feedback is directed to employees' workplace which helps them to change for the better	132	1	4	1.77	.834
E-appraisal helps employees to learn from colleagues and improve their output	132	1	5	1.45	.785
E-appraisal helps employees to get genuine appraising of their workplace achievements and failures	132	1	5	1.61	.987
E-appraisal motivates employees to work hard since they freely participate in the appraisal process	132	1	4	1.93	1.106
It enables employees to carry out self-appraisals which improves their efficiency at work	132	1	5	1.73	1.283
E-appraisal encourages employees to be innovative and objective oriented so as to meet the set appraisers' remarks	132	1	5	2.26	1.423
E- appraisal helps employees to advocate for higher positions in the organisations	132	1	5	1.42	.942
Valid N (listwise)	132				

Source: Primary data

49

Results in Table 4.4 show the details of the ways in which e-appraisal is carried out at Airtel Uganda and how e-appraisal is influencing employee performance. The statements basing on their mean and standard deviation are analyzed further below for the corresponding statements.

4.3.1 Human resources appraising is regular

The study findings reflected in Table 4.4 shows that the respondents agreed with the view that Airtel Uganda regularly appraises its employees and there was a corresponding standard deviation of 1.526. This implies that appraisal of employee performance is common and regular at the company.

4.3.2 E-appraisal is carried out

From Table 4.4, it was found out and deduced that respondents agreed with the view that Airtel Uganda carries out e-appraisal, and there was a significant but low deviation among the respondents regarding this aspect as denoted by standard deviation of 0.919. This shows that e-appraisal was being carried out at the company. Further findings established from interviews with the Human Resource manager also confirmed the view that e-appraisal was being carried out and said, I quote:

"E-appraisal is one of the practices that is getting common and replacing the long term traditional approach of using PAFs"

These findings show that staff appraisal is a continuous and common activity that is done at the organisation. However, because of using online and workstation appraisals, the company now carried employee appraisal as and when they decide so. This shows that e-appraisal is carried out at the company is one of the most approved and accepted form of appraisal.

4.3.3. Category of employees appraised using e-appraisal approach

From Table 4.4, it was disagreed by most of the respondents that it was only top administrators appraised by e-appraisal as revealed by a mean of 3.91, and this had a corresponding standard deviation of 0.99 and on the other hand respondents said e-appraisal was conducted on all employees shown by a mean of 1.67 and a standard deviation of 0.599. This shows that where it was being implemented, e-appraisal was being done for all employees irrespective of the level on the Organisational structure.

Results of the study obtained from the interviews also complemented these findings, in response to this statement about who of the employees are appraised used e-appraisal, the HRM said, I quote:

"E-appraisal is open for all employees.... It is not an issue of who is appraised but how and when is the appraisal done..."

The above complementary view shows that e-appraisal is widely undertaken and it is not done for specific category of employees at Airtel Uganda but for all employees. If it means using e-appraisal or normal paper-based appraisal, all employees are appraised equally and by the same form of appraisal at the company.

4.3.4 E-appraisal helps employees to evaluate and learn from each other

Results established in Table 4.4 show that respondents supported that by using e-appraisal employees are able to evaluate and learn from each other, which improves their performance as reflected by a mean value of 3.14 and tending towards the highest score of 1. However, a significant standard deviation of 1.236 was obtained implying employees had varying opinions regarding this statement.

51

Furthermore, majority agreed that basing on e-appraisal reports employees can learn from each other as cited by a mean value of 1.45 and whose responding standard deviation was significant at 0.785 implying that e-appraisal is critical in improving employees performance through enabling sharing, evaluating and learning from each other.

Findings from the ICT department showed that the system is made in such a way that it gives opportunity for employees to appraise each other, if they wish so. In relation to this, the ICT manager reported, and I quote;

"The system we (Airtel Uganda) currently use allows employees to do so... though a few focus on doing so.. as a means of evaluation of their performance...."

Thus, e-recruitment is useful in facilitating employee-employee appraisal, which can be used as a benchmark upon which employees can learn of their shortfalls and weaknesses and be able to improve their performance and service delivery.

4.3.5. E-appraisal improves on performance feedback

In table 4.4 above, respondents provided their understanding that e-appraisal when properly conducted provides timely and dependable feedback which can help employees to change their performance scope for the better and their perceptions show a mean of 1.7 implying that they agree with the statement. In addition, a standard deviation of 0.834 was identified which shows that there were limited opinions regarding this statement at the study area which indicates that e-appraisal improves employee performance through providing constructing feedback.

4.3.6 Helps employees to consolidate their workplace achievements

Results of the study in Table 4.4 show a mean value of 1.61 in close to the statement regarding the view that e-appraisal helps employee to consolidate workplace achievements and hence settling their failures. Consequently a standard deviation of 0.987 was also cited by this study. This shows that through helping employee to change on their performance achievements and failures e-appraisal is useful in elevating employee performance.

When interacting with the respondents about the aspects that e-appraisal facilitate employee performance through helping them to get access to information regarding their workplace achievements and performance feedback, one of the respondents and the Senior staff in the Human Resource Department at Airtel Said, I quote:

> *"E-appraisal is quite different from ordinary ways firms use to appraise the performance of their employees, for it is instant, and employees get feedback as soon as the results are analysed and employees are able to improve this performance effectively....."*

Thus the researcher found out that Human Resource management revealed that all employees can be appraised and this helps them to ascertain what they have so far achieved. The process of using e-appraisal can cover self-assessment, supervisors' assessment, colleague assessments and superior staff (administrator) assessment, and this gives complete feedback, which employees can base on to improve on their performance at the company.

4.3.7 Motivates employees to work harder

The results also reveal that respondents said that e-appraisal motivates employees to work hard since they freely participate in the appraisal process and this is a tool for boosting their performance, and this perception show a mean value of 1.93 implying a high level of agreement. However, a standard deviation of 1.106 was obtained implying that there were

different opinions raised in regard to this statement from respondents during the study. In addition, to this view, the operations manager considered e-appraisal as a tool that employers can base on to encourage employees to work harder and where possible attain high workplace outcomes. Particularly, the manager said, I quote:

"Better and well undertaken e-appraisal is a means the firm can use to improve on and encourage employees to become efficient, be objective oriented and hence attain higher performance achievements"

4.3.8 Improves employees' efficiency at work

From the study results in Table 4.4, a mean of 1.73 was established showing that most of the respondents agreed to the statement that e-appraisal enables employees to carry out self-appraisals which improve their efficiency at work. However, this attracted a greater standard deviation of 1.283 rising concerns on how this was being achieved. This shows that while e-appraisal could improve employee performance by improving their efficiency, it was subject to different factors at the work place.

Responses from the interview with the respondents show that a number of respondents agreed with the fact that efficiency at workplace among employees has increased more with e-appraisal than it was under manual hard copy appraisal at Airtel Uganda. Responding to this perspective, the ICT manager at Airtel Uganda Headquarters said, I quote:

"All in all, using e-HRM is an indispensable practice that helps employees to get genuine appraising without undue influence, get daily and continuous update and learning from colleagues' reports..."

4.3.9 Encourages innovation among employees and objective-oriented service delivery

The results as reflected in Table 4.4 show that respondents agreed that e-appraisal can help them to be innovative, and work as per objectives set for their works basing on Performance Appraisal Reports (PARs), and this consequently showed a standard deviation of 1.423.

In addition, a mean value of 1.42 was established regarding the view that e-appraisal helps employees to advocate for higher positions in the organisations and a significantly low standard deviation of 0.942. This shows that while employees may not necessarily be innovative due to e-appraisal but they can work harder basing on their PARs to attain higher positions and this generally improves their performance in the organisation.

To establish the extent to which e-appraisal relates with employee performance at Airtel Uganda, a pearson multiple correlation was used and as presented in Table 4.5.

Table 4.5: Relationship between e-appraisal and performance of employees

		1	2	3	4	5
1	E-appraisal Practices	1				
2	Employees to be innovative and objective oriented	0.788**	1			
3	Motivates employees to work hard	0.567**	0.235**	1		
4	Genuine appraising of their work place achievements	0.346**	0.675*	0.734**	1	
5	Employees learn from colleagues and improve output	0.985*	0.456**	0.631**	0.369*	1
6	Employees advocate for higher positions	0435**	289**	0.854**	0.577**	0.987**

** - 0.01 (correlation is significant at 0.01 level of significance (2 tailed)
* - 0.05 (correlation is significant at 0.05 level of significance (2 tailed)

The correlation table above presents relationship between e-appraisal and employee performance basing on dimensions that e-appraisal makes employees be innovative and objective oriented, motivates hard work, facilitates evaluation of workplace achievements, fosters employees to learn from each other, and also makes employees work hard to attain higher positions. The results show for all the dimensions based on e-appraisal there was a positive relationship which shows that e-appraisal can improve employee performance in an organisation.

Specifically, e-appraisal relates with employee performance positively by making employees be innovative and objective oriented, work hard, evaluate their workplace achievements, fosters employees to learn from each other, and making employees work to attain higher positions as revealed by correlations ($r = 0.788$, $p<0.01$, $r = 0.567$, $p<0.01$, $r= 0.346$, $p< 0.01$, $r = 0.985$, $p< 0.01$, and $r = 0.435$, $p< 0.01$) respectively. This suggests that while e-appraisal helps learns to evaluate their performance, that of their peers and learn from each other and encourages employees to work harder to be promoted, attain higher positions and consolidate their achievements. These findings answer the second question, *"What is the relationship between e-appraisal management system and performance of employees?* for this study.

4.4 Examine the relationship between e-learning/training management and performance of employees.

The third objective was to examine the relationship between e-learning/training management and performance of employees. In response to this objective, the researcher asked questions ranked according to a 5-point linkert scale and scored as 1- 5 from Strongly Agree to Strongly disagree for further analysis. The details are presented in descriptive statistics shown in Table 4.6 below.

Table 4.6: Mean and standard deviation of statistics about e-learning/training management and performance of employees.

	N	Minimum	Maximum	Mean	Std. Deviation
The company offer regular training to its employees	132	1	4	1.31	.632
Training is offered on line	132	1	5	2.67	1.322
All employees have an opportunity to learn on-line	132	1	4	1.48	.693
Company offers on-line performance scores to all employees	132	1	4	1.59	.838
E-training affects performance of an employee at his/her work place	132	1	5	1.36	.711
E-training/learning facilitates an employee to get more skills to do his/her job better	132	1	4	1.45	.658
Through E-learning, employees can learn how to improve on the number of tasks they ought to do	132	1	5	1.85	.746
E-training allows an employee to share experiences and improve his/her performance levels	132	1	4	1.58	.753
E-training and learning encourages an employee to render dedicated service and performance to the organization	132	1	4	1.86	.884
E-training promotes innovation, and research level of an employee hence increasing quality output	132	1	4	1.57	.990
E-learning exposes staff to use of ICT which improves his/her performance	132	1	5	1.55	1.079
E-training and learning saves time an employee spends working on a given task	132	1	4	1.57	.679
Valid N (listwise)	132				

Source: Primary data

Table 4.6 shows the details of the descriptive statistics regarding the ways in which e-training and learning is carried out at Airtel Uganda and how it is related with employee performance. The statements basing on their means and standard deviation are analyzed further reflecting on the corresponding statements below.

4.4.1 E-training and learning is done at the company

Results in Table 4.6 shows that a mean of 1.31 close to the highest ranking of strongly agree was identified on the view that the company offers training to its employees, and this had a least standard division figure of 0.632. However, further findings show a mean

57

of 2.67 on the view that training was offered on line, at a corresponding standard deviation of 1.322. This shows that while training and learning was a regular practice, e–training and learning were not the only forms of training offered at the company shown by high standard deviation an implication of varying opinions.

In addition to the responses in Table 4.6, respondents believed that that training especially induction, on-work training and job enrichment biased trainings were common opportunities for the Human Resources at Airtel Uganda. Responding to this view, the Human Resource Manager said, I quote:

> "Training and learning are part of the HRM function of this company (Airtel Uganda) and usually takes different forms".

This finding shows and reveals that training is part and parcel of the human resource management activities highly priotised at Airtel Uganda. This study's focus was on e-training and learning as one of the forms undertaken at Airtel Uganda.

4.4.2 Offers e-training to score performance of all employees

As reflected in Table 4.6, the (mean value of 1.48 and a standard deviation of 0.693) were established regarding the view that all employees at Airtel Uganda have an equal opportunity to learn on–line, and a mean value of 1.59 at a standard deviation of 0.838 were ascertained regarding the view that company offers on-line performance scores to all employees. This shows that all employees have an opportunity of e-training and this opportunity is offered to all employees at Airtel Uganda.

In addition to responses to finding in Table 4.6 show that interview findings agree to the view that the company offers an opportunity of e-training and learning, the Operations Manager supported that the company has focused on using e-training and learning as a

modern way of enriching skills of employees. While responding to this, the manager said, I quote:

> "With the current wave of ICT and innovations, Airtel Uganda no longer focuses on manual and long-distance training and learning forms, but has not embarked on e-training/learning system which is easier, flexible and modern..."

4.4.3 E-training affects the performance of employees

Respondents were asked on whether they thought that e-training affects the performance of employees and in response a mean value of 1.36 was attained and a standard deviation of 0.711 was attained. This shows that e-training and learning was influencing the performance of employees in a number of ways at the company. Further findings shows that owing to e-training/learning employees get better skills which make them perform better than before. Regarding this view, a mean value of 1.45 was obtained and a standard deviation of 0.658 was also established. This implies that through e-training/learning the performance of employees improves due to better skills attained.

Further findings from the interactions of the researcher with the human resource manager, reveal that he believed that there as e-training and learning meant and focused on elevating the status of employees' performance. While responding to this assertion the HRM, said and I quote:

> "By collaborating with other development partners, and other firm's programmes, employees are exposed to continuous training usually being recommended by management of the company..."

In addition, the operations manager revealed,

> "E-training is done on a personal initiative or with full sponsorship of the company. All that makes it unique is that studying and training takes place concurrently with work..."

This finding generally shows that e-training and e-learning are part of the HRM skill enrichment programmes and career development at Airtel Uganda, and are carried concurrently with work. Exercises modules, examinations are done on-line upon arrangement with employer, supervisor and trainer. This makes the employee gain skills while also working and getting workplace benefits. All these encourage employees to increase on their workplace performance capabilities.

4.4.4 E-training and learning and employee performance

In Table 4.6 respondents provided their understanding in regard to the view that E-learning, employees can learn how to improve on the number of tasks they ought to do and this perceptions show mean value of 1.85 implying they agree with the statement, it was also found out that most employees agreed to this view as a standard deviation of 0.746 was also obtained. This shows that when properly conducted e-training and learning helps employees to learn new tasks and perform better on their workplaces.

When reflecting on value of e-training/ learning, the E-HRM revealed that opportunities for e-training and learning are open to all employees in regard to how they perform exceptionally at their work station. In regard to this view he revealed that some of the employees who are recruited at graduate trainees after successful performance qualify for e-training and learning and at the end get full time deployment. In his words he said:

> "E-training and e-learning framework is deigned according to one's performance achievements, and with this the opportunity of e-training and learning has encouraged workers to work hard so that they can get these free training chances from Airtel Uganda..."

From the study interaction with the HRM and the findings above each employee had an opportunity of undergoing an on-line course being recommended by the HRM at the company.

4.4.5 E-trainings help employees to share knowledge and experiences

The results as reflected in Table 4.6 shows a mean value of 1.58 and a standard deviation of 0.753 response statistics regarding the perceptions that e-training allows an employee to share experiences and improve his/her performance levels. The figures (Mean Value and the Standard deviation) imply that a number of respondents agreed to the statement and there were a few varying opinions on the assertion statement.

4.4.6 Ensures dedicated and committed service of an employee

The results of the survey as revealed in Table 4.6 show that e-training and learning ensures dedicated and committed service levels of employees, and this can help an employee to improve his or her performance. This is evident as reflected by a mean value of 1.86 corresponding to a standard deviation of 0.884. This finding implies that e-training improves on employees committed service delivery compared to other forms of training that may be offered at the organisation.

From the interactions, the study obtained views that e-training/learning provided a number of opportunities to employees and these when well harnessed and implemented could boost their skills, quality and level of performance, output levels innovation, research and time devoted to undertaking given tasks both electronically and professionally.

4.4.7 E-training promotes innovation, researcher and quality output.

The analysis of results in Table 4.6 reveal that to a great extent e-training promotes innovation and research levels of an employee hence increasing quality output per labour as revealed by a mean value of 1.57 and a standard deviation of 0.99. This finding shows that like other forms of training, e-training offers skills that can improve innovation and quality output, although this is higher with the use of training and learning.

4.4.8 Exposes employees to ICT and saves time spent on tasks.

Results of the survey study as reflected in Table 4.6 show that a mean value of 1.55 was obtained regarding the views that E-training and leaning exposes staff to ICT which improves an employee's level of performance, it can also save time (m=1.57, sd. 0.679) all of which can improve the employee performance in the organisation. These findings reveal that e-training and learning is resourceful in saving time employees spend on tasks which improves their performance in short and long run.

To establish the extent to which e-training and learning relates with employee performance in private organisation with particular attention on Airtel Uganda, the researcher carried out a correlation linking e-training and learning with prominent indicators of employee performance associated with training. The findings are presented in Table 4.7 below.

Table 4.7: Relationship between e-training/learning and performance of employees

		1	2	3	4	5
1	E-training/Learning	1				
2	Promotes innovation and research levels of employees	0.798**	1			
3	Allows employees to share experience	0.564**	0.435**	1		
4	Facilitate an employee to get more skills	0.765**	0.896**	0.653**	1	
5	Opportunity to learn online and increase output	0.234**	0.276**	0.348*	0.311**	1

** - 0.01 (correlation is significant at 0.01 level of significance (2 tailed)
* - 0.05 (correlation is significant at 0.05 level of significance (2 tailed)

Table 4.7 presents relationship between e-training/learning and employee performance basing on dimensions that e-training/learning promotes innovation, research and quality output, allows employee sharing experiences, provides for more skills and provides an opportunity to learn online and increase employees' output. from the statistics, it was

established that all dimensions showed appositive relationship with the level of e-training and learning.

Specifically, it was established that e-training/learning affects dimensions of innovation, research and quality output, allows employee sharing experiences, provides for more skills and provides an opportunity to learn online and increase employees' output as revealed by correlations (r = 0.798, p<0.01, r = 0.564, p<0.01, r = 0.765, p< 0.01, and r = 0.234, p< 0.01) respectively. This suggests that while e-training and learning improves employees' performance and this answers the third study question of; *"Is there a relationship between staff e-learning/training management and performance of employees?* set for this study.

4.5. Descriptive statistics on employee performance

Responses relating to the different aspects related with the employee performance effectiveness at Airtel Uganda are presented and analyzed below.

Table 4.8 Mean and standard deviation of statistics on ways in which e-appraisal relates with employee performance

	N	Minimum	Maximum	Mean	Std. Deviation
Employees exhibit high level commitment to their work	132	1	5	2.94	1.277
Employees of Airtel offer good client service and care	132	1	5	3.15	1.459
The level of employees' innovation and research is high	132	1	5	3.64	.982
Most employees exhibit a high level of workplace interest and motivation	132	1	5	2.82	1.620
Employees at Airtel are co-operative and team players	132	1	5	2.40	1.662
Employees at this company show interest in e-learning	132	1	5	3.13	1.480
Employees of Airtel complain of excess workload	132	1	4	1.73	.923
Most staff of Airtel perform their activities in time	131	1	5	2.53	1.394
Valid N (listwise)	131				

Source: Primary data

63

Table 4.8 shows the descriptive statistics related with employee performance at Airtel Uganda, and they were based on the views cited and ranked in accordance to the Linkert Scale. Some of the aspects associated with the employee performance as observed during the study were:

4.5.1 Employee commitment

From the information collected from respondents according to Table 4.8, it was revealed by a mean of 2.94 that employees exhibited a high level of commitment. However, a standard deviation of 1.277 was obtained which revealed that some respondents had different opinions regarding level of commitment among employees at the organisation. This however shows that employee commitment was a core aspect in evaluating the employee performance in private organisations.

4.5.2 Client service and care

Results regarding the view that employees at offer good client service and care, showed that respondents' views exhibited a mean value (3.15) and a higher standard deviation of (1.459). This implies that most of the employees were not offering the right and expected client service and care which was an indication of poor employee performance indicators at the company.

4.5.3. Innovation and research

The results in table 4.8 show that one of the key performance indicators (KPIs) was the extent by which employees exhibit and take a step further to innovate and conduct research. From the findings, this attracted a mean value (3.64) and a standard deviation of 0.982. These figures shows that the level of employee innovation's and research activities by staff of Airtel Uganda was low and this was not objected by many opinions at the study area.

4.5.4. Work place Interest and Motivation

From the findings, a mean value of 2.82 and a standard deviation value of 1.62 was obtained regarding the view that most employees exhibit a high level of workplace interest and motivation. This indicates that though it attracted a lot of varying perceptions and opinions, it was subsequently established that a number of employees at Airtel Uganda exhibited a good workplace interest and motivation.

4.5.5 Employees exhibit a high level of co-operation and teamwork

Results table 4.8, suggest that respondents agreed with the test statement that "employees at Airtel Uganda are co-operative and team player". This is revealed by a mean value of 2.4. However, in as much as respondents agreed to this test statement, they were tending towards the 'not sure" position of 3, and this is evident by the high standard deviation of 1.662. This shows that some employees were not co-operative and non-teamwork.

4.5.6 Employees are interested in E-learning

Results of the study in Table 4.9 shows that most employees were not interested in e-learning and this was reflected by mean of 3.13 and a standard deviation of varying opinions of 1.48. This finding shows that despite efforts of the company to focus on e-training and learning as an E-HRM, most employees were showing little interest especially the ones advanced in age and experience at the company.

4.5.7 Timely service delivery

The results of the study above shows that mean value of 2.53 and a standard deviation of 1.394 regarding the view that employee perform their activities as in the time stipulated, and this shows that most respondents agree with this test statement. In addition, other respondents agreed with the fact that employees complain of excess workload and this cited a mean value of 1.73 and standard deviation of 0.923.

From the above findings, it was revealed that employees performance was based and evaluated mainly on workplace interest and motivation, co-operation and team work and timely services at Airtel Uganda, although most employees complain of workload and have little interest in e-training and learning.

To establish the contribution of E-HRM function and Employee performance, the researcher based on the key dimensions examined (e-recruitment, e-appraisal, e-learning and training and employee performance (workplace interest and motivation, co-operation and team work and timely services). A Pearson correlation analysis was established as presented in Figure 4.4 below.
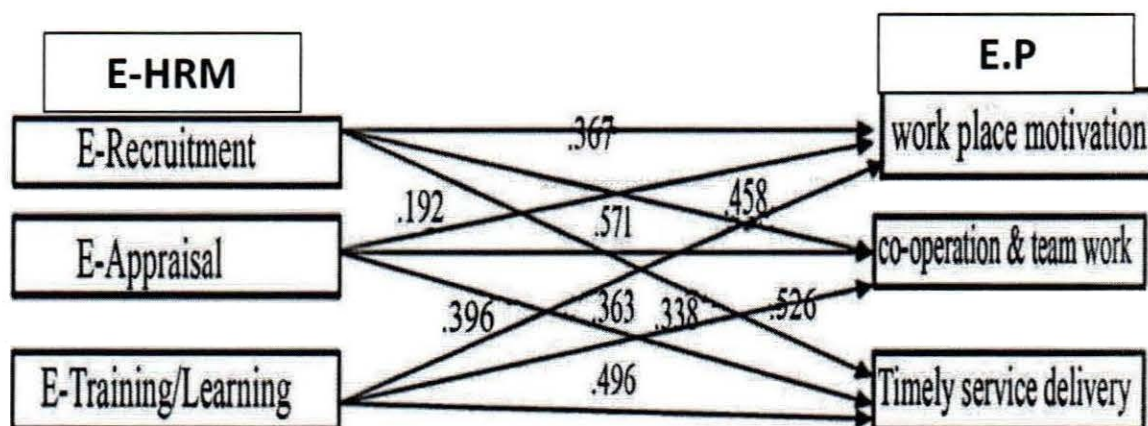
Figure 4.4: Relationship between e-HRM and Employee performance

The findings show that e-recruitment is positively related with work place interest and motivation with r = (0.367, p< 0.01) e- recruitment with cooperation and teamwork (r = 0.458, p<0.01) while e-recruitment related with timely service delivery (r = .0526, p< 0.01). The results show a high level of relationship between e-recruitment and all the key indicators of employee performance.

In addition, that e-appraisal is positively related with work place interest and motivation with (r = 0.192, p<0.01) and e-appraisal is also related with cooperation and teamwork (r

= 0.571, p<0.01 while e-appraisal related with timely service delivery by (r = 0.363, p< 0.01). The results show a high level of relationship between e-appraisal and all the key indicators of employee performance.

On the aspect of e-training/learning it was established that there was a positive relationship between e-training/learning with dimensions of employees' performance of work place interest and motivation, cooperation and teamwork and timely service delivery of (r = 0.396, p< 0.01, 0.338, p<0.01 and 0.496, p<0.01) respectively. There was a positive relationship between e-training/learning and employee performance basing on the above employee performance indicators. Therefore, e-appraisal, e-training/learning had positive relationship with all the indicators of employee performance identified and as such E-HRM positively relates with the level of employee performance in an organisation.

4.6. Conclusion

In conclusion, the study established that the state of E-HRM and Employee performance at Airtel Uganda Headquarters. The study observed that through e-recruitment, e-appraisal, e-training and learning were fundamental in the course of computerization of Human resource management, and also exhibited significant effect on the quality, level and ways in which employees performed their duties and renders service to the customers. The level of employee performance in private companies and in this case Airtel Uganda was closely associated with ways in which e-recruitment, e-appraisal and e-training/learning were being carried out. The next chapter presents the discussions, conclusions and general recommendation that were made in regard to these findings.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This study sought to establish the effect of E-HRM and employee performance in private Organisations and the previous chapter has presented findings that were established. This chapter presents the discussion, generates conclusions related to the findings and also cites recommendation about the study.

5.1 Summary of the findings

This part presents the summarized results of the study

5.1.1. Relationship between e-recruitment and employee performance

The study found out that the organisation carried out e-recruitment amidst other avenues used to source for human resources. Computers and internet were used in this process of e-recruitment. E-recruitment and employee performance were related as shown by a positive correlation of ($r = 0.367$) between e-recruitment and work place interest and motivation, e-recruitment and cooperation and teamwork ($r = 0.458$) and e-recruitment and timely service delivery ($r = .0526$) which are all key indicators of employee performance at the organisation an indication that there was a strong relationship between e-recruitment and employee performance at the company.

5.1.2 Relationship between e-appraisal and employee performance

The study found out that like many other organisations, Airtel Uganda carried out performance appraisal of its employees regularly, and one of these approaches was using on-line appraisal. E-appraisal was for all employees and used basing on internet, and office-connections basing on e-PAFs. A strong positive relationship was establish between

e-appraisal and employee performance, and this was in the ways e-appraisal related with key employee performance indicators at the company, that is; e-appraisal and employees' work place interest and motivation (r = 0.192), e-appraisal and employee cooperation and teamwork (r = 0.571) and e-appraisal with timely service delivery (r = 0.363).

5.1.3 Relationship between e-training/learning and employees' performance

The researcher established that training and learning was a routine activity and Airtel Uganda and different forms of training were being done. Focus however was on e-training and learning which was taking place and was an opportunity for all employees. It was noted that e-training and learning had positive relationship with employee performance levels at the company. This was established basing on correlations between e-training/learning and dimensions of employees' performance of work place interest and motivation , cooperation and teamwork and timely service delivery where r was = (0.396, 0.338, and 0.496) respectively. Therefore there was a positive relationship between e-training/learning and employee performance basing on the above key employee performance indicators.

5.2 Discussion of the findings

The study examined the concept of E-HRM and more specifically focused on the function of e-recruitment, e-appraisal and e-training/learning as well as employee performance in private firms.

5.2.1 E-recruitment and Employee performance

Findings showed that the company uses internet in its recruitment activities, and hence carries out e-recruitment practice. In order to this Airtel Uganda, has improved its website and created a section of jobs to which potential employee can log in an apply any time

they wish to do so. The study also established that even office computers can be used by staff to access job opportunities hence used in recruitment activities. This view complements and relates with Nivlovic (2014) who reported that by using an online recruitment firms allow the public to send their applications and resumes for jobs electronically.

The study focused on the aspect of e-recruitment and established that it involves receiving on-line applications, and hence the company managers puts advertisements on the websites and put feedback to all applicants when there is need to do so. The company puts job advertisements on the website and potential buyers upload the applications and send their details on line. Findings also revealed that on-line recruitment was being done as a complement to the traditional hard-copy application approach of recruitment at Airtel Uganda and this was also cited in the earlier study of Cober *et al.,* (2014) who cited that organisations can use different means of recruiting human resources including using an online approach. However, most firms have both off-hand copy delivery and on-line delivery applying and recruitment processes.

Findings revealed that e-recruitment provides detailed information on applicants, and this helped to keep the employees in line and performing their duties so as to keep their track record on-line clean. This can subsequently result into improved performance levels. Employees focus on taking all existing opportunities as they can access the e-recruitment process with ease. These views were also cited by Borstoff *et al.,* (2007) who revealed that employees work hard, and adopt change in behaviour well aware that there are many potential replacements on line.

Still on the aspect of e-recruitment, the study found out that e–recruitment enhances employees' devotion to their work in fear of being replaced which improves their

performance levels in the organisation and majority of the respondents supported the view that the practice of e-recruitment, enhances and encourages employees to work hard with a perception of attracting attention and possibility of being promoted so as to create room to new employees to take up lower carder jobs in the organization. This makes them work hard to attain promotions and this finding agrees with Sylva and Mol (2009) who reported that e-recruitment is a key foundation for the firm to attract and make the employees work harder so as to get better job enrichment on the performance of the organization.

According to the findings, it was established that the e-recruitment facilitates faster exchange and sharing of information which improves employees' performance and the researcher also established that e-recruitment is essential in promoting teamwork and workplace co-operation among employees. More so, it was established that e-recruitment also motivates employees to remain professional. These findings complement the views held by Mulyanjuma (2015) who reported that by using e-recruitment the firm is able to benefit through having a better system and employees have to keep professional and up-to-date so as to remain productive and retained in the organisation.

The study found out that there was a strong positive relationship between different activities carried out under e-recruitment as described above on the performance of employees and this view concurs with Holm (2013) who cited that e-recruitment does not only have a noticeable effect on the overall recruitment process but also on the operations and producvity scope of the recruited employees under this practice.

5.2.2 E-appraisal and employee performance

The researcher noted from the study findings in Table 4.4 that as a control and evaluation tool employees are several times apprised of their performance. Performance appraisal of employees is a regular activity for many organisations and this was the same for Airtel Uganda. This rationale of conducting staff appraisal was also cited by Dressler (2013) who considered employee appraisal as a key tool of evaluating employees' performance.

All employees at whatever levels should be appraised and the appraiser can decide on the method to use. Findings in this study show that all appraisal methods are used at Airtel Uganda, among which is e-appraisal. The researcher established that e-appraisal was regularly carried out at the company and concerned appraisal of all employees at all levels of management in the organisation.

There was a system in which employees could evaluate themselves, or be assessed on a daily, weekly and or monthly basis. The practice of using e-appraisal is at an increase in many countries to day and this finding was also cited by Torres and Arias (2009) who revealed that most firms (over 56 percent of the global firms) are adopting e-appraisal due to the number of benefits it presents to the organisation.

From the findings of this study, it was established that through e-appraisal the firm is able to keep and work with highly performing human resources. By using e-appraisal employees are able to evaluate and learn from each other, which improves their performance, employees can learn from each other, share and evaluate their achievement on and off work, be able to look at their own assessment and that of their peers which can make them improve their conduct, performance, levels and quality of service. This makes e-appraisal such a key HRM aspect worthy implementing, and this finding was also cited by Heery and Noon (2001) who revealed that by way of e-appraisal and reporting, the

72

employees can be criticized from which criticism they can learn and improve on their performance almost of a routine basis.

In addition, the researcher noted that e-appraisal when properly conducted provides timely and dependable feedback which can help employees to change their performance scope for the better, and this was also cited by Lin and Stasinskaya (2002) who reported that when employees are appraised and feedback is made, performance results turn into a learning environment for employees to improve on their performance. Other ways in which e-appraisal relates with performance can be viewed in the ways it helps employees to consolidate their workplace achievements and hence settling their failures, keep motivated, and improve their efficiency at work place. It was observed that e-appraisal can help employees to be innovative, and work as per objectives set for their works basing on Performance Appraisal Reports (PARs) and as revealed by Aziz and Manna (2013) can consequently improve their performance levels.

From the study findings in Table 4.5, it was established that when considered on the different activities associated with human resources performance, e-appraisal has a significant positive relationship with the level of employee performance achieved and this perspective was also cited by Laudon and Laudon (2014) where it was reported that e-appraisal offers a formidable tool upon which an organisation can effectively evaluate its employee and help them improve their performance levels. A better e-appraisal approach implies a highly performing human resource team for the organisation.

5.2.3 E-learning/training management and performance of employees

Training and learning are key management practices that most firms cherish and given attention for better performing human resources. The researcher noted that training and learning is a regular practice for Airtel Uganda for low, middle and top level employees

73

and this relates closely with Heery and Noon (2001) who reported that training and learning are continuous life style aspects especially for human resources.

The researcher noted that e-training and learning was a regular practice the company offers to all employees and it was established this has had significant effects on the performance of employees at Airtel Uganda. This is contrary to the view that the performance of employees was so low (Airtel Annual performance report, 2015), though findings show that some aspects such as client service and care, employees' innovation and research, and interest levels in e-learning were still low (Table 4.8). The view that e-training and learning had key effects on the performance of employees were also revealed by Nenwani *et al.,* (2013) who reported that e-learning is such an indispensable means of improve performance of employees and help them to keep their jobs.

According to the findings, it was established that e-training and learning can help lot employees to improve on their skills as well as competence which can help them to undertake a number of tasks, learn new tasks and perform better on their workplaces. More so, e-training helps employees to share knowledge and experiences and they can base on these to learn and improve their performance levels. This finding relates closely in support to the view of Stair and Reynolds (2012) who reported that e-training and learning form a core base for employee performance skill enrichment and task accomplishment. Employees get chance to learn new ideas and skills.

The researcher also established that owing to e-training and learning, the company has many opportunities of having a dedicated and committed team of employees. E-training/learning helps employees to be devoted, and committed to their workplace in waiting of other e-trainings opportunities as career development. The findings also reveal that e-training exposes employees to use of relevant ICT which does not only save

time of the employees as they carry out tasks abut also on innovation, researcher and quality output all of which improves their performance in short and long run. These findings complement the earlier view of Mulyanyuma (2015) who reported that e-training and learning is seen as a source of potential to improve service delivery and performance of employees. According to the findings (Table 4.7) it was observed that throughout different employee performance dimensions, the role of e-training and learning remains critical and relevant. A strong positive relationship exists between e-training/learner and employee performance in an organization.

5.3 Conclusion

The researcher focused on three (3) functions of E-HRM that is e-recruitment, e-appraisal, e-training/learning and examined them in relation to employee performance. Findings show that these functions e-recruitment, e-appraisal, e-training/learning had positive relationship with all the indicators of employee performance identified at the company. Thus the researcher concluded that E-HRM positively relates with the level of employee performance in an organisation and the current status and ways in which E-HRM is priotised determines a lot the quality, level and effectiveness of employees' performance in an organisation.

5.4 Recommendations of the study

Basing on the findings and conclusions above, the following recommendations can be made:

There was need to have a clear policy regarding e-recruitment at Airtel Uganda and where possible make all the recruitment process electronic since it had a significant effect on the performance of employees.

The study recommends that the company (Airtel Uganda) should have regular trainings to its staff on how to properly use the E-HRM system to conduct appraisal since, it presents a number of benefits to the company.

There is also need to have control over the way in which e-appraisal is done since; it exposes the information about the human resources to all the users who access the system. This should be done so as to protect confidential records about the company's human resources.

The study recommends that Human Resource Manager at Airtel Uganda should give attention to the content and scope of the various trainings offered to employees especially those pursued on-line, and where possible have a network of institutions to offer these courses. This is vital because it was found out that e-training and learning was very useful regarding e-performance.

The researcher also recommends that Airtel Uganda should prepare a human resource training manual based on e-training/learning function, since the scope by which e-training was being done yet it presented a lot of influence on the employees' performance at the company.

The study should however find out strategy of encouraging employees to pursue e-training and learning courses since it was established in the study that a large number of employees were not interested e-learning.

5.5 Areas for further research

The following area is identified for further research:

1. The effect of E-HRM on employee performance in public organizations in Uganda

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APPENDIX A:

QUESTIONNAIRE

Questionnaire for Management and Staff of Airtel Uganda

Dear Respondent,

I am Nkayivu Fred, a student pursuing a Master Degree in Business Administration of Kyambogo University. As a partial requirement for the above award, I am conducting a study on the topic, "Computerization in Human Resource Management function and Employee Performance in Private Organisations in Uganda. A case study of Airtel Uganda". This is an academic study, and you are requested to participate by responding to the questions presented in this questionnaire. Your responses will be treated with great confidentiality and used for study purposes only. Thank for your positive response.

Section A: Background information

(Please put a tick (√) in the option box provided as appropriate in response to A1-A4 below.

A1   Gender:

Male [   ]   Female [   ]

A2   Marital status:

Married [   ]   Single [   ]

Others (specify) [   ] ....

A3   Age

Less than 30 years [   ]   31-45 years [   ]

46-60 years [   ]   Over 60 years [   ]

A4   Qualification (highest)

O-level [   ]   A- level [   ]

Certificate [   ]   Diploma [   ]

Degree [   ]   Master Degree [   ]

Others (specify) [   ] ....

84

For questions in section B, C, D and E, below please respond in accordance to your level of agreement with the assertion statements provided.

Rating: 1- Strongly Agree, 2- Agree, 3 – Not sure, 4- Disagree and 5- Strongly Disagree

Section B: E-recruitment and performance of employees at Airtel Uganda.

Which of the following statements reflect the aspects about e-recruitment and performance of employees at Airtel Uganda?

S/N	Assertion statement	Rating of Responses				
		1	2	3	4	5
B1.	This company utilizes internet to recruit its employees					
B2	Computers are used in recruitment of staff					
B3	Potential job seekers apply on line for jobs					
B4	Company puts job advertisements on its website					
B5	The recruitment process is carried out on-line					
B6	Using e-recruitment makes the company have detailed information of the applicants					
B7	e-recruitment provides a list of potential but pending employees					
B8	e-recruitment builds a reputation of the firm					
B9	Attracts skilled and well trained staff					
B10	Reduces costs of communication					
B11	Facilitates faster exchange of information between the company and potential employees					
B12	Employees can participate fully in the recruitment process					
B13	Helps to keep employee track record and feedback					

Section C: E-appraisal and performance of employees at Airtel Uganda.

Which of the following statements reflect the aspects about e-appraisal and performance of employees at Airtel Uganda?

S/N	Assertion statement	Rating of Responses				
		1	2	3	4	5
C-1.	Staff appraisal is a regular HRM practice at this company					
C-2	All staff and employees are appraised of their performance					
C-3	e-appraisal is used at this company					
C-4	Only top-administrators are appraised electronically					
C-5	e-appraisal is conducted for all employees					
C-6	Employees appraise each other via e-appraisal approach					
C-7	Saves time and costs of conducting employee appraisal					
C-8	Appraisal report feedback is directed to employees' workplace portals					
C-9	Facilitates work place commitment of employees					
C-10	enables employees to write self-appraisals and improve on them					
C-11	Eases the appraising exercise and feedback communication to head office					
C-12	Allows for job rotation					
C-13	Tool and basis for employee promotions					
C-14	Allows non-biased and un influenced employee performance report					

D: e-learning/training management and performance of employees at Airtel Uganda.

Which of the following statements reflect the aspects about e-learning/training management and performance of employees at Airtel Uganda?

S/N	Assertion statement	Rating of Responses				
		1	2	3	4	5
D-1.	The company offer regular training to its employees					
D-2	Training is offered on line					
D-3	All employees have an opportunity to learn on-line					
D-4	Company offers on-line performance scores to all employees					
D-5	E-training affects performance of all employees					
D-6	It is cheaper than manual form of training					
D-7	Allows individual evaluation in performance levels					
D-8	Improves task accomplishment without change of workstation					
D-9	Facilitates inter-department or organisation sharing					
D-10	Ensures continuous service delivery of employees					
D-11	Reduces employee turnover from the organisation					
D-12	Boosts employee based research and innovation					

E: Employees' performance effectiveness at Airtel Uganda.

Which of the following statements reflect the aspects about employees' performance at Airtel Uganda?

S/N	Assertion statement	Rating of Responses				
		1	2	3	4	5
E-1.	Performance of employees at this company is good					
E-2	Most of employees achieve their set workplace targets					
E-3	Employee exhibit high level commitment to their work					
E-4	Employee of Airtel offer good client service and care					
E-5	The level of employees' innovation and research is high					
E-6	Most employees exhibit a high level of workplace interest and motivation					
E-7	Employees at Airtel are co-operative and team players					
E-8	Employees have become industrious and motivated					
E-9	Employees at this company show interest in learning					
E-10	Employees of Airtel complain of excess workload					
E-11	Most staff of Airtel perform their activities in time					

End

APPENDIX B:

INTERVIEW GUIDE

Questions

1. In which ways does Airtel Uganda recruit its employees?

2. In which ways can e-recruitment affect the performance of employees at Airtel Uganda?

3. Does Airtel Uganda use on-line appraisal of its employees?

4. In which ways does the use of e-appraisal HRM practice affect the performance of employees at this company?

5. Does the company have any e-training/learning opportunities for its employees?

6. If yes, how have the provision of the above e-training/learning opportunities affected the performance of employees at the company?

End