
**INFLUENCE OF E-TRAINING ON THE PERFORMANCE OF BIDCO OIL
REFINERIES**

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Abstract

Despite Bidco Oil Refineries in Kenya's position as a major producer of edible fats and oils in Kenya, the firm had not yet provided the anticipated returns after installing HRMIS. There had been reports of difficulties at Bidco Oil Refineries Limited, including employee unrest, low employee morale, waste from overproduction, complaints from customers about subpar products, inadequate packing, and subpar delivery methods that result in product recalls. Though it was theorized that HRMIS would reduce erroneous payments, speed up the updating of employees' data, and enable the generation of timely reports for informed decision-making in the companies, there were no compelling empirical studies to support this. The purpose of the study was to investigate the influence of e-training on the performance of Bidco oil refineries. A descriptive research design was adopted which was used to ascertain and document how things were. The population of the study was 120 managerial employees at Bidco Oil Refineries headquarters based in Thika who were chosen using census sampling. Data for the study was collected using questionnaires and analyzed descriptively. Inferential analysis was used in the determination of the relationship between the research variables. Tables were used in presenting the data. The study found that e-training was adapted to a large extent. There was a strong positive correlation between organization performance and E-training practices. The study recommended that Bidco Oil Refineries should focus on strengthening their E-training programs to further improve employee performance.

Keywords; *E-Training, Performance, Bidco Oil Refineries*

INTRODUCTION

Globally, many firms are using HRMIS to affect the efficacy of organizational operations, HRMIS are widely regarded as being a crucial component of every function in the organization. Furthermore, firms are embracing HRMIS to cut costs and produce trustworthy data for quick decision-making due to the expansion of workforces in distant and worldwide locations (Teryima, Victor & Kwanum, 2014; Ukamaka, Jyoti & Neil, 2016). Various governmental entities, including parliaments, audit committees, finance ministries, and departments, have been measuring government output in OECD nations like the Netherlands, Ireland, France, Belgium,

and Canada in order to meet policy demands and improve public sector productivity and performance through automated HRMIS procedures (Chavuya, 2021).

The purpose of human resource function and practice is to assist organizations in achieving their objectives by making use of the advantages offered for managing and assisting any human capital-related challenges (Smriti, 2017). A company's employees are thus largely responsible for its success, and strong Human Resource Management (HRM) procedures result in safer performance targets. In the past two decades, human resources management techniques have drastically advanced with technology progression (Nwakaego, 2022). Particularly, by standardizing most organizational HR operations, the businesses are able to gain a competitive edge, having highly skilled human capital is essential (Khan, 2019). Strategic, operational, and human resource planning are three basic organizational functions that are integrated by HRIS. This indicates that some of the services that HRIS supports include succession planning, position control, management development, career planning, and human resource planning.

Asia's Indian government used an HRMIS to save paperwork and offer precise and timely data about the health workforce based on a study conducted by Shukla, Verma, Narayanan, and Potenziani (2014). According to Khashman (2016), HRMIS in Jordan enables management to make educated decisions about hiring, performance reviews, compensation, and regulatory communications to improve organizational performance. Comparatively, Kaygusuz, Akgemci, and Yilmaz (2016) found that HRMIS in Turkey enables information to be stored, processed, and shared between employees and management, which improves productivity, job satisfaction, and loyalty to the company. On the contrary, in Africa, most firms are yet to fully integrate HRMIS. Based on a study done in Nigeria, Ngwenya, Aigbavboa, and Thwala (2019) discovered that HRMIS generates employee information for speedy decision-making where errors are reduced and staff productivity and performance are increased. However, the most of businesses struggle with tight budgets and insufficient resources, which prevents HRMIS from being implemented properly (Robinson, 2015). As a result, the majority encounter a variety of obstacles that prevent them from realizing higher levels of productivity and organizational performance, including a lack of efficiency, poor accountability, inadequate HR management practices, and apparent corruption (Magutu & Marika, 2018).

In Kenya, Mbugua (2016), asserted that adoption of HRMIS has led to greater efficiency, better communication/feedback mechanisms, and high levels of work satisfaction hence endorsing the use of HRMIS. However, the industrial sector's businesses have been growing less rapidly recently, which may be related to inadequate ICT infrastructure, comprehensive policies, sluggish hiring procedures, underdeveloped institutional capabilities, subpar performance evaluation systems, and lax financial controls (Walicjio, et al., 2018). Furthermore, it appears that the majority of Kenya's industrial sector organizations are performing poorly due to a lack of comprehensive ICT strategies, weak infrastructure, and ineffective policy execution.

The rise of the Edible Oil Manufacturing sub-sector is generally attributed to private investors, with the government primarily serving as an advisor. The Ministry of Agriculture, Ministry of Trade and Industry, Ministry of Finance, as well as other government organizations like HCDA and KARI, are among the participants in the public sector. The introduction of HRMIS in these firms is meant to lessen the need for manual information retrieval, storage, and dissemination processes in the industrial sector. Furthermore, HRMIS was created to stop incorrect payments, hasten the updating of personnel data, and makes it possible to provide timely reports for strategic decision-making (Mauro, 2020). However, there are still problems with the industrial sector's HRMIS, such as a lack of sufficient resources and expertise, the expense of installing

and maintaining the system, a lack of commitment from top management, the system designers' lack of expertise in human resources, and a lack of applications for human resource users. Specifically, despite Bidco Oil Refineries in Kenya's position as a major producer of edible fats and oils in Kenya, the firm has not yet provided the anticipated returns after installing HRMIS which prompts this study.

Statement of the Problem

In light of the changing environment and new technologies accessible, managers must be aware of the technology that will boost their company's effectiveness. However, despite their widespread usage over many years, human resource management systems continue to be challenging to implement (Ajao, 2017). Due to a number of obstacles, many businesses struggle to integrate human resource management systems in their HR practices. The absence of open and adaptable corporate cultures in the majority of Kenyan businesses inhibits the uptake of HRIS. According to a survey done by Fatuma (2014), management's inability to include the human resource department is a barrier to the implementation of the human resources information system. Bad top management attitudes, a lack of growth-oriented motivation, a lack of competence, a lack of innovation, and poor leadership all pose problems for HRMIS (Ama, 2015). Muthoni (2014) also discovered that in the industrial sector, performance was significantly influenced by the percentage of employees who got awards, job evaluation, payroll management, and human resource outcomes.

Bidco Oil Refineries Limited has been regarded as one of the fastest growing FMCG sector players in the Eastern African (Bidco, 2022). Due to meticulous market mapping, Bidco Oil Refineries Limited's workforce has increased significantly along with the market reach of its products. However, there have been reports of difficulties at Bidco Oil Refineries Limited, including employee unrest, low employee morale, waste from overproduction, complaints from customers about subpar products, inadequate packing, and subpar delivery methods that result in product recalls. Though it is theorized that HRMIS will reduce erroneous payments, speed up the updating of employees' data, and enable the generation of timely reports for informed decision-making in the companies, there are currently no compelling empirical studies to support this.

Though studies have been undertaken by scholars on the significance of HRMIS, the findings are not yet definitive. According to Sang (2015), HRM practices had a positive and considerable influence on labor productivity, even though employing individuals primarily controlled it. Nabi et al. (2017) found that e-recruitment helps in finding and luring potential employees to fill unfilled positions on time. Al-Shawabkeh (2014) found HRIS significantly improved the human resource function. Wairimu and Karanja (2016) discovered that recruiting information systems had an impact on the efficiency of the country's commercial banks. The study also proved that commercial banks' performance is influenced by their training and development information system. Shiri (2021) also found out that HRIS gives HR professionals the chance to improve their contribution to the strategic direction of the company.

On the other hand, Atika (2021) came to the conclusion that the important factors influencing the successful deployment of information systems are attitudes, beliefs, cultural concerns, and behavioral issues. Comparatively, Bag, et al. (2022) concluded that most firms have challenges in integrating technology in their HR function. While Bohlander and Snell (2019) established that HR had missed the HRIS strategic opportunity in the organizations that require strategic HR decision-making in order for banks to effectively conduct their business. Comparably, Wairimu and Karanja (2016) asserted that the potential of HRIS to offer the strategic competences is still

mostly untapped and that it is instead used to boost administrative effectiveness and/or get compliance support.

While earlier research has shown that HRMIS plans are used and have an impact on performance, obtaining peak performance in industrial sector continues to be difficult. The industrial sector continues to lack the institutional and human resources to address rising global technology advances that have a detrimental effect on performance. The sector also continues to face increasing competition from new entrants in the market, making performance of the sector a hurdle. Though the available theories hypothesize a positive impact due to HRMIS adoption, the studies have failed to comprehensively single out which aspects of HRMIS are the most impactful on increasing returns of firms. There is also limited studies conducted locally in Kenya, more in the industrial sector. Therefore, strong and additional evidence is needed to support the HRMIS link to performance, a backdrop that necessitates this study.

Empirical Review

Hayajneh's (2019) did a study on how human resources information systems were used to determine the need for training, establish the objectives of training programs, carry out training, and assess and track the success of training at industrial companies in the city of Aqaba. The research found a connection between these four sectors and human resources information systems. The study's key suggestion was that the people in charge of the industrial firms in the city of Aqaba should provide them the option to decide what kind of long-term training the company needs.

Hassan (2019) conducted a case study to examine the impact of staff training on the performance of public sector organizations in Zanzibar. Stratified and purposive sampling procedures were used to select a sample of 25 administrative staff members working in the Second Vice President's office. The study employed surveys, interviews, and documentaries to collect data, which was analyzed using content analysis. The findings indicated that training programs should be designed and executed efficiently to enhance staff productivity and performance. However, the conclusions drawn from the study are only applicable to public sector organizations in Zanzibar.

Ankrah and Sokro (2021) investigated the strategic value of Human Resource Information Systems (HRIS) and how their utilization improves the efficacy of strategic human resource management. The study surveyed 34 employees working for Ghanaian insurance companies, including SSNIT, ELAC, Vanguard, and Donowell. The data was analyzed using SPSS, and the findings indicated that the adoption and use of HRIS have significant benefits for cost savings, time efficiency, and better input into strategic decision-making. Companies that make a determined effort to embrace and use HRIS are more likely to experience these advantages.

Nthiga and Nyang'au (2021) aimed to determine the impact of HRIS on the productivity of employees in the five Murang'a County water companies. The study used a descriptive approach and collected data through a survey instrument in the form of a questionnaire. The study's conclusions demonstrated that the water companies incorporated HRIS into their operations, and a good HRIS provides data on nearly everything the businesses need to track and analyze about personnel. The survey suggested that firms should continue educating their staff on how to use HRIS as required.

Bag et al. (2022) investigated the effects of HRIS on Human Resource Management Strategies. The data was collected using an Excel sheet retrieved from Google Drive and was analyzed using SPSS. The researchers concluded that HRIS provides faster, superior, and cost-effective information for the strategic decisions made by human resource managers regarding HRMS,

resulting in a favorable impact on human resource management plans. The study suggests using HRIS but acknowledges the need for more staff training, frequent system updates, and minimizing the system's maintenance costs.

Theoretical Review

The Information Systems (IS) Technology Acceptance Model describes how users take in and make use of new systems. In his doctoral thesis from 1985 at the MIT Sloan School of Management, Fred Davis first suggested the notion. Davis (1989) proposed Technology Acceptance Model (TAM). It is primarily used to explain how consumers utilize and accept new technical advancements, and it has evolved into a basis for describing and predicting how people will use information technology. Users' decisions on when and how they would utilize a new software package may be influenced by a variety of circumstances, as shown by the findings. The Diffusion of Innovations Theory, the Concerns Based Adoption Model, and the Social Impact Theory are just a few of the other models that may be used to forecast and explain why users accept or reject an information system; however, these models seem more difficult to use than TAM. According to this hypothesis, utilizing a specific system would be effortless (Lala, 2014). Technology of Acceptance Model has the benefit of being a strong and effective model that can be used to forecast and comprehend how different users would react to information technology improvements (Wallace, & Sheetz, 2014). According to the theory, the perceived benefits of adopting a technology in any company heavily influence how quickly it is adopted and put into use. Based on this theory, due to the perceived ease of use, perceived value, and trust of HRMIS on performance, it is theorized to be accepted and easily incorporated in achieving better financial sustainability. Employees, top management, and government leaders will be able to push and support HRMIS adoption if they believe it would benefit the firm. On the contrary, they will be hesitant to accept HRMIS if they do not believe it is useful. The theory therefore aids in providing a framework for understanding the usage, acceptance, and intentions of HRMIS as a technology among industrial firms.

METHODOLOGY

A descriptive research design was adopted which is used to ascertain and document how things are (Mugenda & Mugenda 2008). The population of the study was employees at Bidco Oil Refineries headquarters based in Thika. In this study census sampling was used which enabled encompassing all the 120 employees working at Bidco Oil Refineries headquarters based in Thika. Primary data was used which was gathered through structured questionnaires. Using SPSS, descriptive and inferential statistics were used to analyze the data collected in accordance with the study's goals.

FINDINGS AND DISCUSSION

Response Rate

The research focused on managerial employees working at the headquarters of Bidco Oil Refineries in Thika, Kenya. A total of 120 questionnaires were distributed among the participants and 103 of them were returned with complete responses. This yielded a response rate of 86%, which was considered sufficient to address the research objectives (Mugenda & Mugenda, 2008).

E-training

The study sought to determine the extent to which Bidco refineries adopted the use of E-training methods in their day-to-day operations. The results are presented in table 1.

Table 1 E-training

Statement	Mean	Std. Deviation
The training and development programs are practical.	4.6602	0.77401
The training and development programs are well-defined.	3.9126	1.65154
The employees are continually developed according to the human resource management systems demands	4.0291	1.24031
Immediate gains in worker performance are frequently the focus of training	4.1165	1.10525
There organization places a higher priority on employee skill learning and advancement.	3.9806	1.34296
Training and development in the organization aims to remove or improve performance problems.	4.5534	0.87142
Additional training and on-site help for both employees and supervisors is provided during system implementation.	3.7282	1.38050

The training and development programs were practical to a large extent with a mean of 4.6602 and a standard deviation of 0.77401. The training and development programs were well-defined to a medium extent with a mean of 3.9126 and a standard deviation of 1.65154. Additionally, the employees were continually developing according to the human resource management systems demands to a large extent with a mean of 4.0291 and a standard deviation of 1.24031. Furthermore, immediate gains in worker performance were frequently the focus of training to a large extent with a mean of 4.1165 and a standard deviation of 1.10525. The organization places a higher priority on employee skill learning and advancement to a medium extent with a mean of 3.9806 and a standard deviation of 1.34296. Moreover, training and development in the organization aims to remove or improve performance problems to a large extent with a mean of 4.5534 and a standard deviation of 0.87142. Additional training and on-site help for both employees and supervisors was provided during system implementation to a medium extent with a mean of 3.7282 and a standard deviation of 1.38050. Based on the findings of the descriptive statistics results, it was observed that a significant number of participants expressed strong agreement agreements regarding E-training practices to a large extent.

Performance of Bidco Oil Refineries

The study sought to determine the extent to which various measures of performance of Bidco Oil Refineries in Thika, Kenya are affected by human resource management practices. The results are presented in table 2.

Table 2: Performance of Bidco Oil Refineries

Statement	Mean	Std. Deviation
Timely delivery	3.7379	1.76547
Revenue per employee	3.7670	1.54161
Return on Assets	4.7864	0.51736
Employee satisfaction	4.1748	1.02352
Employee retention rate	4.5534	1.02640
Financial viability	4.6505	0.72367
Profitability	4.4466	1.33379
Talent acquisition	4.6505	0.72367
Efficiency & flexibility	4.4466	1.33379

A medium extent was stated on Timely delivery and Revenue per employee with means of 3.7379, 3.7670, and standard deviations of 1.76547, 1.54161 respectively. Revenue per employee. Return on Assets, Employee satisfaction, Employee retention rate, financial viability, Profitability, Talent acquisition and Efficiency & flexibility all stated with a large extent with means of 4.7864, 4.1748, 4.5534, 4.6505, 4.4466, 4.6505, 4.4466 and standard deviations of 0.51736, 1.02352, 1.02640, 0.72367, 1.33379, 0.72367, 1.33379 respectively. This revealed that the best performing measure was Return of assets with a mean of 4.7864 and a standard deviation of 0.51736 and the least performing was Timely delivery with a mean of 3.7379 and a standard deviation of 1.76547.

Inferential Analysis

The findings of correlation are presented in table 3.

Table 3 Correlations

		Organization Performance
E-Training Practices	Pearson Correlation	.679**
	Sig. (2-tailed)	0.000
	N	103

Table 3 shows that there is a strong positive correlation between organization performance and E-training practices ($r=0.679$, $p< 0.01$), indicating that organizations with better E-training practices tend to have higher performance levels.

Conclusions

E-training did not have a significant influence on the performance of Bidco Oil Refineries. The findings suggested that implementing E-training practices through the Human Resource Information Systems has a small of no effect on employee performance. The study concluded that the availability of practical and well-defined training programs, continuous employee development and a focus on immediate gains in performance slightly contribute to improved organizational performance.

Recommendations

The study recommended that Bidco Oil Refineries should focus on strengthening their E-training programs to further improve employee performance. This can be achieved by investing in comprehensive and practical training modules, ensuring continuous development opportunities and aligning training initiatives with immediate performance gains. By prioritizing and enhancing E-training practices, the organization can foster a culture of continuous learning and skill development, leading to improved overall performance.

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