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## **ELECTRONIC TRAINING AND ORGANIZATIONAL PERFORMANCE IN THE COMMUNICATION AUTHORITY OF KENYA**

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### **ABSTRACT**

Electronic human resource management practices challenge the concept of interpersonal relationship building in organizations, especially where diverse employee groups have to operate together. The purpose of this study was: to establish the effect of e-training practice on organization performance in the communication authority of Kenya. The researcher's target population was 78 managers and 160 non managerial staff. This study mainly relied on primary data using questionnaires. The study used both descriptive and inferential statistics in analyzing the data. Descriptive statistics such as mean score, frequencies and percentages. In order to test the relationship between the variables the inferential tests including the Pearson Product- Moment Correlation Coefficient and regression analysis were used. The study found that e-training has a positive significant influence on organization performance in the communication authority of Kenya. The study thus recommends communication authority of Kenya to improve its e-training programs both internal and external programs. The organization can also improve their e-training by developing a content plan before diving in to create online training. It is also important for the organization to know their learner's motivation; a good eLearning course isn't just about providing information for learners but rather to motivate them. Through this, the organization will be able to cut down and improve its efficiencies, and be outstanding institutions among the Government institution in the Country.

**Key Words:** *Electronic training, Organization Performance*

### **INTRODUCTION**

Many firms all over the world are set up to meet certain predetermined goals and objectives. Such goals and objectives cannot be achieved without the input of employees (Wilkinson, Redman, & Dundon, 2017). According to Beheshtifar and Safarian (2013), Human resource management practices (HRMP) "has a wider dimension than wage, welfare and safety plans in the workplace". Human resource management practices "involves training, performance appraisal, reward management, labour relations, collective bargaining and safe work environment (Hrm practice, 2019). The human resource management practices (HRMP) have

its focus and aim on how to improve the working conditions of employees and maintain them in the organization in order to achieve organizational performance and enhance the level of employee engagement (Nel & Linde, 2019).

Human Resource Management in the 21st Century has radically shifted the way firms achieve their competitiveness. Abong'o, Omondi, Onsongo and Magutu (2011) noted that the development of an effective human resource system must be in accordance to firm's strategy which is crucial for successful functioning of the organization in these competitive times. Moreover, it's crucial for organizations to properly plan their HRM practices as this will affect employee's outcome (Chen & Huang, 2009). The management practices for human resource have a positive influence on final outcome

Organization are faced with the challenge of a diversified workforce, employees in organization cut across four different generations that makes them different from each other due to the different upbringing. Nicholas, (2011) notes that organizations are faced with the challenges of identifying and understanding the various expectation of the different generation cohorts in the workplace. It's important for the management to understand the various ways of approach to work for each generation in order to ensure the effectiveness of each generation present in the workplace. The notable differences found across this generations are the work-value, communication and cultural differences, individuals' expectation and values correlated directly with their performance at work (Del Campo, Haggerty, & Knippel, 2017).

The Communications Authority of Kenya is the regulatory authority for the communications sector in Kenya. It was established in 1999 by the Kenya Information and Communications Act, 1998, the Authority is responsible for facilitating the development of the Information and Communications sectors including; broadcasting, multimedia, telecommunications, electronic commerce, postal and courier services. Its vision is "Access to and use of Information and Communication Services by all in Kenya by 2018".

The Mission of the Authority is to "Facilitate the transformation of lives through progressive regulation of the Information and Communication Technology Sector". Communications Authority of Kenya is located in Nairobi Province, Nairobi County along Waiyaki Way (Communications Authority of Kenya, 2015).

Most decisions are made by the Authority's Director General upon advice from various Directors who are in charge of various departments within the organization, for example, Human Capital and Administration department which is headed by Director and assisted by two (2) Assistant Directors is responsible for ensuring that the Authority's resources are fully utilized through formulation and implementation of sound Human Resource Policies. The department is also responsible in ensuring that the employee's rewards and employee retention activities are carried out effectively (Communications Authority of Kenya, 2015).

### **Statement of the problem**

Human resource management (HRM) is a field that historically has been inundated with paperwork and bureaucracy Armstrong HR Manuel report (2015). Thus, the promise of e-HRM was to help streamline core HR process, reduce costs, and improve efficiency. The result of these improvements would be transforming HRM to take on a more strategic role in the organization. However, with all the improvements in technology and HRM, the reality of

moving into a more strategic role has not ensued in many organizations. While there is agreement that e-HRM has helped the field progress, something remains missing. (Strohmeier,2017). It's estimated by embracing HRM practices transformation into e-HRM practices industries in US has reduced their administration cost by \$ 124 billion all together and attain 87% less efficiency in interview and recruitment process, Nasdac, (2019).

Research across different Electronic Human resource practices studies have produce contradictory finding of the tangible benefits of Electronic Human resource practices (Bondarouk and Ruel, 2009). Lin (2011) recommended that further research is needed to paint a clearer picture of Electronic Human resource practices and Virtual organizations on management of organization and Human resource. Ruel at al., (2020) Electronic human resource management practices challenge the concept of interpersonal relationship building in organizations, especially where diverse employee groups have to operate together. Therefore, organizations are tasked to rethink diversity management, in particular, to maintain interpersonal relationships and organizational cohesion.

The Communications Authority of Kenya has put in place various forms of human resource management practices which are intended to attract and retain the most qualified staff. These include both financial and non-financial rewards such as recruitment, training, salaries & bonuses, recognition, among other benefits. The benefits are intended to attract, retain, and motivate competent workforce and prepare in the newly changing environment, Singh and Raghuvanshi (2013).

Despite, the abundance of studies in the West which revealed the positive effects of eHRM practices on a firm's performance (Armstrong, 2020), for success of Kenya firms to attain Kenya's Vision 2030, It is, therefore, important to fill the existing gaps in the scientific body of knowledge in this field of e-HRM by gathering more data concerning e-HRM practices and benefits to the organizations in a Kenyan context. In light of the above, on this premise that the research sought to fill these gaps by examining electronic training practice and organizational performance on the communication authority of Kenya.

### **General Objective**

The general objective of the study was to establish the effect of e-training on organization performance in the communication authority of Kenya.

### **Theoretical review**

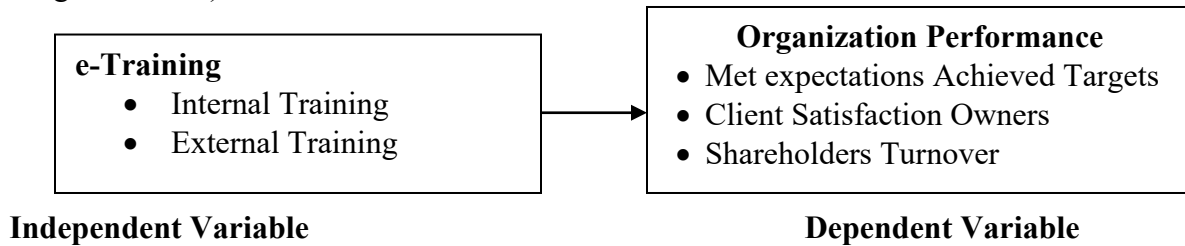
Theoretical framework was helpful to assist in sense of the relationship between variables and their relationships Ocholla & Le Roux (2010). To explicate the relationship between the e-training and organization performance, this study was supported by human capital theory.

### **Human Capital Theory**

Human capital represents the human factor in the organization; the combined intelligence skills and expertise that gives the organization its distinctive character (Armstrong, 2009). Torrington (2008) explains that human capital signifies the combined intelligence and experience of staff as a source of competitive advantage that cannot be imitated by rivals. Significance of human capital theory is that it regards people as assets and stresses that investment by organizations in people will generate worthwhile returns.

## Conceptual Framework

The conceptual framework was developed to provide clear links between the independent variable and dependent variable as they relate to each other in this research. (Mugenda & Mugenda, 2012).



## METHODOLOGY

A descriptive research design was adopted for this study. This type of research design was used to describe the relationship between e-human resource management practices and organizational performance in the communication authority of Kenya. The target population comprised of managerial and non-managerial staff of the company. The target population was 78 managers and 160 non-managerial staff. This study mainly relied on primary data using questionnaires. The study used both descriptive and inferential statistics in analyzing the data.

## RESEARCH FINDINGS

Respondents were asked to give their level of agreement with various statements relating to e-training. Table 1 presents the findings obtained.

**Table 1: Descriptive Statistics on E-Training**

Statement	Mean	Std. Dev.
Fostering employee e-training enhances the efficiency within the firm.	3.982	1.370
e-Training foster better time management hence overall efficiency and cost reduction	3.948	1.263
Implementation of employee e- training and development fosters efficiency and productivity within the firm	3.889	1.381
Increasing employee e-training and development fosters better customer service which serves in enhancing brand image.	3.777	1.275
e-Training of personnel enhances the overall workforce productivity	3.738	1.320
e-Training of personnel promotes better knowledge awareness which is key to product/service innovation.	3.698	1.331
<b>Aggregate Score</b>	<b>3.839</b>	<b>1.323</b>

From the findings in table 1, the respondents agreed on average with the statements on influence of e-training on organization performance in the communication authority of Kenya as shown by an aggregate mean score of 3.839 and standard deviation of 1.323. The respondents specifically agreed that fostering employee e-training enhances the efficiency within the firm (M= 3.982, SD= 1.370); that e-Training foster better time management hence overall efficiency and cost reduction (M= 3.948, SD= 1.263); and that implementation of employee e- training and development fosters efficiency and productivity within the firm (M=

3.889, SD= 1.381). Respondents also agreed that increasing employee e-training and development fosters better customer service which serves in enhancing brand image (M= 3.777, SD= 1.275); that e-Training of personnel enhances the overall workforce productivity (M= 3.738, SD=1.320); and that e-Training of personnel promotes better knowledge awareness which is key to product/service innovation (M= 3.698, SD= 1.331).

The findings concur with Choo and Bowler (2010) that opportunities geared towards training improve employee skills to work with up-to-date technologies, providing employees with qualified skills will equip them with new knowledge to operate the latest technology or simply an opportunity to refresh existing skills which improves their overall performance.

### **Organizational Performance**

In this section, respondents were asked to indicate their level of agreement with various statements on organization performance in the communication authority of Kenya. Table 2 presents the findings obtained.

**Table 2: descriptive Statistics on Organizational Performance**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev.</b>
e-human resource management practices lead to better cost-efficiency	3.961	1.149
e-human resource management practices result to higher employee productivity	3.955	1.199
e-human resource management practices increase the market share of a firm.	3.902	1.345
The profitability of the organization is affected by its e-human resource management practices	3.836	1.207
e-human resource management practices enhance the firm's brand image	3.836	1.234
e-human resource management practices lead to improved customer satisfaction	3.803	1.248
<b>Aggregate Score</b>	<b>3.882</b>	<b>1.230</b>

From the findings in Table 2, the respondents agreed on average on the statements about organizational performance of their organization as shown by an average mean of 3.882 and standard deviation of 1.230. The respondents specifically agreed that e-human resource management practices lead to better cost-efficiency (M= 3.961, SD= 1.149); that e-human resource management practices result to higher employee productivity (M= 3.955, SD= 1.199); and that e-human resource management practices increase the market share of a firm (M= 3.902, SD= 1.345). The respondents also agreed that the profitability of the organization is affected by its e-human resource management practices (M= 3.836, SD= 1.207); that e-human resource management practices enhance the firm's brand image (M= 3.836, SD= 1.234); and that e-human resource management practices lead to improved customer satisfaction (M= 3.803, SD= 1.248). The findings concur with Kearney and Berman (2009) that performance is similar to productivity as the effective and efficient use of resources to achieve outcomes, performance in the public sector has broader meaning than productivity, and it is guided and assessed by multiple, equally important standards of effectiveness, efficiency, and equity.

**Table 3: Correlations Analysis**

		Organization performance
e-training	Pearson Correlation	.841**
	Sig. (2-tailed)	.000
	N	102

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

The results of Pearson Moment Correlation analysis is depicted in Table 3 above and illustrates that there was a strong positive correlation  $r = 0.841$  between e-training and organization performance in the communication authority of Kenya ( $P=0.000<0.05$ ) at 5% significant level. This finding implies that e-training relates to organization performance in the communication authority of Kenya.

### **Conclusions**

The objective of the study was to establish the effect of e-training on organization performance in the communication authority of Kenya. The study found that e-training is statistically significant in explaining organization performance in the communication authority of Kenya. Fostering employee e-training enhances the efficiency within the firm. E-training foster better time management hence overall efficiency and cost reduction and implementation of employee e- training and development fosters efficiency and productivity within the firm. The study also found that increasing employee e-training and development fosters better customer service which serves in enhancing brand image. E-Training of personnel promotes better knowledge awareness which is key to product/service innovation. The study thus concludes that e-training has a positive significant influence on organization performance in the communication authority of Kenya.

### **Recommendations**

The study found that e-training positively influenced organizational performance. The study thus recommends the communication authority of Kenya to improve its e-training programs both internal and external programs. The organization can also improve their e-training by developing a content plan before diving in to create online training. It is also important for the organization to know their learner's motivation; a good eLearning course isn't just about providing information for learners but rather to motivate them.

### **Suggestions for Further Research**

The main focus of this study was to examine electronic human resource management practices (e-hrmp) and organizational performance in the communication authority of Kenya. This study thus recommends a study to be conducted on other factors that might influence the organization performance. This study was limited to the communication authority of Kenya and therefore the findings cannot be replicated in other organizations. This study thus recommends replication of the research study in other organizations to facilitate comparison and generalization of research findings.

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