

**HUMAN RESOURCE INFORMATION SYSTEM AND PERFORMANCE OF  
QUICKMART SUPERMARKETS IN NAIROBI CITY COUNTY KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,  
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## DECLARATION

I declare that this project is my original work and has not been presented in any other university/institution for consideration.

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## **DEDICATION**

This work is dedicated to my dear husband Mue and my daughter Grace.

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I wish to appreciate my supervisor Dr. Hilda Felistus Makhamara for her tireless efforts and able guidance to ensure that this project is complete on time and meet the quality standards. I also wish to appreciate Kenyatta University for granting me an opportunity to pursue my degree in the prestigious institution. Lecturers in the university were good to me and were always willing to assist whenever called upon.

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## OPERATIONAL DEFINITION OF TERMS

- E-payroll:** It is a system designed to handle transactions for calculating employee salaries and wages and their payments. It encompasses job analysis, salary cost, productivity and payroll registers.
- E-performance management system:** It is a system used in organizations for assessing of performance through electronic means such as performance contracting, appraisal, ranking and pay structure.
- E-staffing system:** It encompasses the processes, and software used in recruitment. It includes applicant tracking, recruitment sources, selection and shortlisting systems.
- E-training and development system:** It is the technology used by a trainer to deliver specific knowledge to an employee and it includes video training, online seminars, web-based training and training profiles.
- Human resources information systems:** It is a systematic procedure for collection, storing, maintaining, retrieving, and validating data needed by organizations about human resources
- Performance:** It involves measuring how effective and efficient an organization utilizes the available resources to achieve set objectives. It is measured through net profit, internal process, customer experience and employee feedback.

## **ABBREVIATIONS AND ACRONYMS**

<b>E-HRM</b>	Electronic Human Resource Management
<b>EPMS</b>	E-Performance Management System
<b>HR</b>	Human Resource
<b>HRIS</b>	Human Resource Information Systems
<b>HRM</b>	Human Resource Management
<b>IT</b>	Information technology
<b>RBV</b>	Resource-Based View
<b>RETRAK</b>	Retail Trade Association of Kenya
<b>ROA</b>	Return on Assets
<b>SEM</b>	Structural Equation Modeling
<b>SPSS</b>	Statistical Package of Social Sciences
<b>TAM</b>	Technology Acceptance Model

## ABSTRACT

The Kenyan retailer market has been characterized as highly competitive with local retailers such as Quickmart, and Naivas facing increased competition from international retailers like Carrefour and Shoprite who are all seeking to tap into the market. Therefore, the management of human resources in this very competitive industry is a high priority for all retailers. It is also noted that the performance of Quickmart supermarket has been varying from year to year. Although the revenues and levels of efficiency have been decreasing. The retail chain also trails Naivas supermarket in terms of branches. The objective of this study was to establish the effect of human resource information system on performance of Quickmart supermarket in Nairobi City County Kenya. Specific objectives were to examine the effect of e-staffing, e-payroll, e-performance and e-training and development on performance of Quickmart supermarket in Nairobi City County. The study was anchored on the Dynamic capability theory, systems theory, technology acceptance model and human capital theory. The study adopted a descriptive research design. The study targeted 194 employees in the human resource management, information technology and accounting and finance departments in six Quickmart supermarkets in Nairobi City County were selected from central region, eastern region, northern region, north eastern region, southern region, and western region. The stratified random sampling was used to select the sample. The study sample size was 129 respondents. The study collected primary data using a structured questionnaire. Pilot study was done to test the research instrument. Validity and reliability of the research instrument was tested. Cronbach's Alpha was used where a coefficient of 0.7 and above was considered adequate. Face and content validity was tested. Descriptive statistics and inferential statistics were used in analysis. Descriptive statistics included mean, standard deviation, frequencies and percentages while inferential statistics included correlation analysis and regression analysis. Pearson correlation coefficient was used to assess the extent of the relationship between the independent and dependent variable. Multiple linear regression was used to examine the effect of human resource information system on organization performance. Advanced  $R^2$  was used to determine the goodness of fit of the model while F-statistic was used to determine the overall robustness of the empirical model. Significance of the variables were determined using p-values at 0.05 level of significance. Results were presented in tables. The study is of great significance to the management of Quickmart supermarkets since it helps the management in adoption of HRIS to improve performance. The study found that the coefficient for e-staffing system is 0.232 ( $t = 2.148$ ,  $p = 0.029$ ), suggesting a positive association between the use of e-staffing systems and organization performance. Also, the coefficient for e-payroll is 0.328 ( $t = 3.154$ ,  $p = 0.002$ ), indicating a positive and statistically significant relationship between e-payroll and organization performance. In addition, the coefficient for e-performance management system is 0.226 ( $t = 2.568$ ,  $p = 0.013$ ), indicating a positive and significant relationship between e-performance management systems and organization performance. Finally, the coefficient for e-training and development systems is 0.329 ( $t = 3.576$ ,  $p = 0.001$ ), revealing a strong positive and statistically significant relationship between e-training and development systems and organization performance. The study thus concluded that by investing in technology-driven HR practices, adhering to data privacy standards, and fostering a culture of continuous learning, these organizations can enhance their performance, streamline operations, and remain competitive in the retail industry. Quickmart should consider investing in advanced HRIS to enhance their performance.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

In the present context of globalization, business organizations such as chain stores and supermarkets are constantly dealing with reduced sales, lost customers, reduced profit margins and increased costs (Wheelen et al., 2023). Summed up, these attributes lead to poor performance. Additionally, managers are increasingly facing growing difficulties in dealing with a workforce that is widely dispersed in different countries globally representing diverse cultures civilization and political systems (Nataliia, 2020). Given such trends, traditional or manual human resource systems are absolutely inadequate (Beckers & Bsat, 2012). The phenomena call for existence of an information base that clearly demonstrates the traits of the employed staff is paramount (Wheelen et al., 2023). Effective human resource decisions can only be met if there is adequate and concrete data on the staff and this also translates to when making periodic performance assessments. There is need for an online information base where reporting and storage of the data can be done. The manual ones can be used but for easier, quicker and more reliable access then the online supersedes the manual (Ball, 2011).

Additionally, with increase in complex governmental requirements, organizations are bound to rely more on the HR functions for operational and reporting purposes. This shift calls for the development of an information system that will support the processes and practices of HRD. Such an information base is what is called human resource information systems (HRIS) (Lederer, 1984). HRM, now a modern function of management, surfaced in the mid twenty first century causing the expansion of the scope of HR from administrating staff to establishing and putting in place high performance work systems (Thite *et al.*, 2011). The concept of profit maximization was the child brain of configuring HRM with organizational strategy and information systems (Ball, 2011).

Human resource information system is a tool used to collect, analyze, store, distribute and retrieve the needed information about a firm's human resources (Tannebaum, 2011). HRIS helps in improving administrative efficiency via faster information processing, increased accuracy, lower HR costs, improved HR productivity and employee communication. It also facilitates strategic value generation by aiding with the implementing and designing of internally consistent policies and practices that

ensure objectives are met by the human capital (Boateng, 2007; Wiblen *et al.*, 2010). HRIS integrates three fundamental corporate functions: strategic, operational and human resource planning. This means capabilities for succession planning, position control, management development, career and human resource planning are some of the functions that HRIS helps with.

On the global front, a company that has taken advantage of HRIS is Shaw's Supermarkets in the Ontario Canada. In order for Shaw's to better manage its workforce, the company decided it was time to centralize the HR operations. After looking at different options, Shaw's decided to implement an Employee Self Service (ESS) system. The use of self-service applications creates a positive situation for HR. ESS gives HR more time to focus on strategic issues, such as workforce management, succession planning, and compensation management, while at the same time improving service to employees and managers, and ensuring that their data is accurate. With this solution, employees have online access to forms, training material, benefits information and other payroll related information (Koven, 2002). By giving employees access to their personal information and the ability to update or change their information as needed, HR was given more time to focus on other issues. Understanding the different applications HRIS has to offer will give companies the chance to increase employee efficiency and reduce costs (Koven, 2002).

In Malaysia, Mohammad, Hock and Karim (2020) looked at human resource information system (HRIS) on retail industry and noted that HRIS enhances efficiency in the organization due to proper communication. In Canada, Prasad (2020) examined HRIS on organizational performance in the retail sector and discovered that HRIS with its features influences the overall performance of organizations in the retail sector. Zahidul, Karim and Rahman (2018) explained that the practices of HRIS in retail enterprises in Bangladesh is gradually increasing. The organizations are using HRIS to build enhance efficiency. In Sri Lanka, Perera, Thalgaspitiya and Wijewardene (2017) indicated that firms use HRIS in human resource planning, recruitment and performance management areas.

Regionally, Udekwe (2017) evaluated use of human resource information systems in two retail organizations in the Western Cape, South Africa. It was indicated that there is underutilization of the HRIS in the retail companies as a result of poor data quality,

lack of adequate training and the high cost of implementing and maintaining the system. Further, there is a gap in terms of data analytics and report generation which prevents the retailers to optimize the benefits of the HRIS. In Nigeria, Olughor (2017) review of HRIS in companies noted that HRIS influences HRM practices with improvement in communication, decision-making, workflow processes and it is viewed as a synergic factor that gives support to employee in the achievement of performance.

Locally, Gitari (2014) evaluated HRIS in Kenya and found that human resource information systems have a significant effect on performance of organizations. Wairimu (2016) focused on human resource information systems and firm performance. It was noted that recruiting information systems influence performance and training and development information system influences performance. Opiyo (2015) discovered that e-recruitment, e-training, e-payroll administration and e-succession planning are significantly related to performance. HRIS is one of the most important strategic areas for the development of interaction with internal and external clients besides product improvement and competition with other companies. Further, it allows companies to cut costs and offer more information to employees in a faster and more efficient way. Especially in difficult economic times, it is critical for companies to become more efficient in every sector of their business.

### **1.1.1 Performance**

Performance is a measure of how effective and efficient an organization utilizes the available resources to achieve preset objectives (Wood & Bischoff, 2019). It involves analyzing company performance against its objectives and goals. It comprises real results or outputs compared with intended outputs (Richter et al., 2017). Mishra and Mohanty (2014) views performance as the final product of the activities in an organization while Wheelen and Hunger (2010) opines that it is attainment of ultimate goals of the organization as set out in its key plans.

There is a consensus among scholars that performance is a multidimensional construct operationalized by a variety of measures (Wood & Bischoff, 2019; Richter et al., 2017; Chesire and Kombo, 2015; Wheelen & Hunger, 2010). According to Wheelen and Hunger (2010), organization performance cannot be adequately determined without considering both financial and nonfinancial measures. Consequently, performance should be measured using both financial and non-financial indicators. Financial

measures include return on assets, return on shareholders' equity, net profit, sales level among others (Wood & Bischoff, 2019). On the other hand, non-financial measures may include indicators such as market share and customer satisfaction, efficiency, effectiveness, social responsibility, employee engagement, innovation and quality of services.

Traditionally, scholars have heavily relied on financial measures to measure performance. For instance, Mishra and Mohanty (2014) used return on assets (ROA), return on equity and return on sales. According to Chesire and Kombo (2015), organizational performance comprises of three distinct areas of company results which include financial performance, commodity market performance and shareholder return. Besides, financial performance indicates the ability of the organization to manage its finances which is often measured through revenues, profitability, ability to control costs, assets, liabilities and equity. Financial performance is also evaluated through liquidity, leverage, efficiency, and market value (Fatihudin, 2018). According to Stobierski (2020) suggested that financial performance should be measured through gross profit margin, net profit margin, working capital, current ratio, quick ratio, leverage, debt-to-equity ratio, inventory turnover, total asset turnover, return on equity, return on assets, operating cash flow and seasonality.

On the other hand, non-financial performance measures allow an organization to get comprehensive understanding of a company's performance. It indicates the extent to which the organization has achieved its other goals not related to its wellbeing (Gan et al., 2020). Often these goals relate to strategic goals, such as welfare of stakeholders, customer satisfaction, employee engagement, innovation and quality of products and services. Non-financial measures measurements avoid using monetary values to denote success or failure (Martini & Suardana, 2019). According to Maqbool et al. (2020), key non-financial performance indicators include customer relations such as conversion rate and retention rate, internal processes such as efficiency and learning and growth such as employee productivity. Conversely, Gan et al. (2020) suggested that non-financial performance should be measured using human relations, customer experience, efficiency, quality, brand preference, customer retention, customer experience, innovation and market share.

Modern scholars such as Chintengo et al. (2017), Dudic et al. (2020) and Heebkhoksung (2023) recommend the use of Balanced Scorecard Model introduced by Kaplan and Norton (1992) in measuring performance. The model incorporates both financial and non-financial indicators. Notably the model uses four key indicators of learning and growth perspective, internal process perspective, customer perspective and financial perspective in measuring business performance (Dudic et al., 2020). This study will measure performance using both financial and non-financial performance indicators (net profit, internal process, customer experience and employee feedback) as recommended in Balanced Scorecard Model. These measures were selected because Quickmart supermarkets have many stakeholders such as customers, employees, shareholders and suppliers and therefore their success is hinged on how well they handle the stakeholders. Hence there is need to determine how the chain store perform in relation to the various dimensions of stakeholders.

### **1.1.2 Human Resource Information System**

Human resources information system is a systematic procedure for collection, storing, maintaining, retrieving, and validating data needed by organizations about human resources (Stone & Deadrick, 2015). Chakraborty and Mansor (2013) refer to HRIS as a technology-based system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding HR in the organization. HRIS shapes an integration between HRM and information technology. Whereas, Stone, Deadrick, Lukaszewski and Johnson (2015) posit that HRIS is a management system designed specifically to provide managers with information to make HR decisions. Is a system that allows the company to keep track of all employee's information. It is usually done in a database, or more often in a series of inter-related databases. Pathak and Mishra (2019) asserted that HRIS are systems used to collect, record, store, analyze and retrieve data concerning an organization's human resources.

Areiqat and Al-Doori (2018) posit that HRIS support planning, administration, decision making and control. The system supports applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections, career pathing, equity monitoring and productivity evaluation. The information generated from HRIS increases coordination between the HR department and the top administrators in organizations. The major components of a HRIS are e-training and

development system, e-human resource planning systems, e-staffing system and e-performance management system (Bennett, 2014). Opiyo and Abok (2015) indicated that HRIS components include e-training, e-recruitment, and e-performance appraisal. This study measures of HRIS were e-payroll, e-performance and e-training.

E-staffing system is a broad term that encompasses the processes, and software used in recruitment. It includes internal databases, applicant tracking systems, and complex web-based job boards. The purpose of e-staffing system is to improve the efficiency and effectiveness of the recruiting process (Choochote & Chochiang, 2015). Gupta (2017) argues that the e-staffing system guarantees performance through monitoring, controlling and influencing the flow of employees from the time they are recruited to the organization to the time when they exit an organization. The indicators of e-staffing system that were used in this study are applicant tracking, application receipt and shortlisting as used by (Chugh, 2014; Gupta, 2017).

According to Sugiyono (2018), e-payroll system is a system designed to handle transactions for calculating employee salaries and wages and their payments. This system consists of the following network of procedures: attendance and work time recording procedures, payroll and wage register procedures, salary and wage payment procedures, and salary and wage cost distribution procedures. According to Susanto (2013), e-payroll is a series of recurring business activities and related data processing operations related to effective ways of managing employees. According to Tunggal (2013), the definition of e-payroll is a framework of interconnected procedures according to a comprehensive scheme to carry out the company's main activities and functions. There are several indicators of e-payroll namely job analysis, cooperation bonds cooperation, salary survey and determining the price and each job. E-payroll measures was job analysis, salary cost and payroll register.

According to Ravisha and Pakkeerappa (2013), e-performance management system is used in organizations for assessing of performance through electronic means. E-performance management is the relational e-HRM function to support business processes. The tool has simplified performance contracting and appraisal. Using e-performance, the goals of the organization are linked to the balanced scorecard elements giving the organization an overall view of performance capability from departments, sub departments and down to individuals. HR managers continue to discover the

benefits that come with adopting electronic employee assessment tools to support the performance review process and have determined that a unifying digital appraisal system has revolutionized their evaluation process, making it faster, easier and more effective (Lloyd, 2016). E-performance measures comprise of ranking, management by objectives and 360-degree appraisal (Idowu, 2017). This study will operationalize E-performance in terms of performance contracting, appraisal and ranking.

Ellis and Kuznia (2014) contend that e-training and development systems similar to e-learning in numerous ways especially in terms of the means of delivery and technology used. However, E-training refers explicitly to a shorter time than e-learning that is specifically designed to achieve a certain learning outcome or skill. Among the most common types of E-training are video conferencing and web-based training (Bataineh, 2017). Mckohsin & Sulaiman (2013) who stipulated that E-training is the use of technology by a trainer to deliver specific knowledge to an employee and it includes podcasts, video training and online seminars. In this study e-training was measured operationalized by video conferencing, online seminars and web-based training.

### **1.1.3 Quickmart Supermarket in Nairobi, Kenya**

Quickmart Ltd is a homegrown supermarket established in 2006 with the first branch in Nakuru town. The retail chain has grown and so far, have a total of 55 branches in 14 counties across Kenya. The company pride itself with delivering an exceptional customer experience every time while providing shoppers with variety of goods at an affordable price. The current workforce comprises of over 5,000 individuals whose diligence and hard work has enabled the company to be trailblazers in the country's retail sector. The company lay's emphasis on personnel development with regards to recruitment, training, promotion, welfare and more. This is because employees are the biggest asset and the driving force towards realizing our goal of becoming Kenya's number one retail store (QuickMart, 2023).

The company believes that staff members sit at the core of their vision for growth. Apart from creating employment opportunities locally, the employer builds capacity among teams that not only assures of quality service but also imparts in them life changing personal skills. Information technology (IT) is the use of computer systems or devices to access information. Information technology is responsible for such a large portion of workforce, business operations and personal access to information that it comprises

much of daily activities. IT helps in storing, retrieving, accessing or manipulating information (Opiyo & ABok, 2015).

## **1.2 Statement of the Problem**

The performance of Quickmart supermarket has been varying from year to year. The retail chain firm was ranked fourth place in Kenya in 2021 (The Retail Trade Association of Kenya (RETRAK), 2022) and rose to be the second most popular supermarket in Kenya in 2022. However, Quick Mart's performance has been wanting in the last five years. Revenue have been declining from 2017 from Ksh.18.7 billion to Ksh.4.6 billion in 2020. With the souring number of employees standing at 3,265 and 53 branches in 2022. The performance of the supermarket has deteriorated. Sales levels have been going down and customer dissatisfaction has been on the rise. The Poor performance in supermarkets has been attributed to inefficiency in operations but little efforts have been put to explore the role of human resource information system on performance of the supermarket.

Previous scholars have delved on the constructs of human resource information system and performance. For instance, Mohammad, Hock and Karim (2020) studied human resource information system (HRIS) on retail industry in Malaysia and revealed that HR executives are well aware that they can improve HR planning through HRIS, saving time and cost. However, the study focused on HR planning while the current study focusses on performance suggesting that there is a conceptual gap. Further, this study was conducted in Malaysia and hence a contextual gap exists. Prasad (2020) examined HRIS on organizational performance in the retail sector in Canada and found that HRIS has profoundly transformed the HRM functions in the retail sector of Canada. However, study was conducted in Cananda while the current study will be conducted in Kenya, hence there a contextual gap.

Elsewhere, Udekwe (2017) evaluated use of human resource information systems in two retail organizations in the Western Cape, South Africa and found that teamwork is the outstanding factor contributing to the success of the HRIS implementation. The study relied on frequencies only while the current study will use regression analysis to make inference. Hence there is a methodological gap. Mugo (2017) researched on perceived effectiveness of human resource information system at Kenya breweries limited and HRIS generated quality information. The study focused on effectiveness of

HRIS while the current study focused on the influence of HRIS on performance and hence a conceptual gap exists. The reviewed literature suggests that there exist numerous studies on HRIS and other constructs, however, the existing studies have left contextual, methodological and conceptual gaps. Therefore, this study sought to fill the gaps by determining the effect of human resource information systems on performance of Quickmart retail chain in Kenya.

### **1.3 Objectives of the Study**

The study used both specific objectives and research questions.

#### **1.3.1 General Objective**

The general objective of this study was to establish the effect of human resource information system on performance of Quickmart supermarket in Nairobi City County Kenya.

#### **1.3.2 Specific Objectives**

The study specific objectives were;

- i. To examine the effect of e-staffing systems on performance of Quickmart supermarkets in Nairobi City County Kenya.
- ii. To establish the effect of e-payroll systems on performance of Quickmart supermarkets in Nairobi City County Kenya.
- iii. To determine the effect of e-performance management systems on performance of Quickmart supermarkets in Nairobi City County Kenya.
- iv. To examine the effect of e-training and development systems on performance of Quickmart supermarkets in Nairobi City County Kenya.

### **1.4 Research Questions**

The study sought to answer to the following questions:

- i. To what extent does e-staffing systems affect performance of Quickmart supermarkets in Nairobi City County Kenya?
- ii. What is the effect of e-payroll management on performance of Quickmart supermarkets in Nairobi City County Kenya?
- iii. What is the effect of e-performance management systems affect performance of Quickmart supermarkets in Nairobi City County Kenya?

- iv. What is the effect of e-training and development on performance of Quickmart supermarkets in Nairobi City County Kenya?

### **1.5 Significance of the Study**

The study is important to Quickmart supermarkets since it provides information on the importance of HRIS in the current business environment. This helps the organizations to adopt HRIS to improve activities in the organization and hence the organization performance. The study is significant to the retail sector. It provides information on HRIS importance to the industry. The company can adopt the HRIS to compete in the current business environment. The HRIS would help the company to ensure efficiency in human resource activities. The study would be of importance to policy makers. It provides insights on HRIS and performance which are important for policy development such as employee development policies. The retail chain is encouraged to adopt HRIS to remain competitive.

The Retail Trade Association of Kenya (RETRAK) would also benefit from the findings of the study as they would be able to advise their members on the best practices for HRIS to improve their performance. This information would help reduce the collapse of retail chains. Researchers and academicians would also benefit from the study as it would help them identify research gaps on HRIS. The study adds to the body of knowledge about HRIS. Researchers can use the study as a reference in future studies.

### **1.6 Scope of the Study**

The study aim was to establish the effect of human resource information system on performance of Quickmart supermarkets in Kenya. Specifically, the study sought to examine the effect of e-staffing, e-payroll, e-performance and e-training and development on performance of Quickmart supermarket in Nairobi City County, Kenya. The study targeted employees in the human resource management, information technology, accounting and finance and sales departments at Quickmart supermarket. The target population was 194 employees of six Quickmart supermarkets in Nairobi City County selected from central region, eastern region, northern region, north eastern region, southern region, and western region. The six Quickmart supermarkets were selected because they are the most vibrant in the respective regions. The study used a descriptive research design. The questionnaires were used for data collection. The study

focused on a five years period from. Data was collected in the month of September 2023.

### **1.7 Limitations of the Study**

The study targeted employee's human resource management, information technology and accounting and finance departments at the Quickmart who have busy work schedules and therefore it was difficult to create time to respond to the research instrument. This was mitigated by seeking permission from the managers prior to actual data collection. The respondents also indicate that they have limited time to participate in the study. This was mitigated by assuring the respondents that they had two weeks to fill in the questionnaires. This enhanced the response rate. Additionally, respondents feared that the information provided about their business may be leaked to their competitors. The researcher assured the respondents that the study was for academic purposes. To prove this, an introduction from the university and research permit from NACOSTI were produced to the respondents. The researcher thus urged the respondents to provide accurate information which would be held confidentially.

### **1.8 Organization of the Study**

The study is organized in five chapters. Chapter one covers the background information of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitations of the study. Chapter two covers theoretical literature review, empirical review, research gaps and the conceptual framework. Chapter three covers the research design, target population, sampling design, data collection instruments, data collection procedures, data analysis and presentation. Chapter four presented an analysis and interpretation of the results. Specifically, the chapter contained response rate reliability results, demographic characteristics of the respondents, descriptive analysis of study variables, correlation analysis and regression analysis. The chapter also presents qualitative data analysis. Chapter five presented summary of key findings, conclusions thereof, recommendations of the study and suggestions for further research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter covers literature review on HRIS and performance. These include theoretical review, empirical review, summary of literature and gaps and conceptual framework.

### **2.2 Theoretical Literature Review**

The theories that supported the study was anchored on the Dynamic capabilities theory, systems theory, technology acceptance model and human capital theory.

#### **2.2.1 Dynamic Capabilities Theory**

Dynamic capabilities theory which focused on the competitive survival of a business in response to rapidly changing contemporary business conditions was proposed by Teece and Pisano (1994) and is considered as an extension from resource-based view (RBV) of the firm (Barney, 1986, 1991). The theory holds that an organization's performance is created from the capabilities provided by, and the differences in the resources that it holds (Roundy & Fayard, 2019). With valuable, rare, imperfectly imitable, and non-substitutable capabilities and resources, firms can achieve a sustainable competitive advantage. Moreover, resources are distributed heterogeneously and the differences in distribution persist over time (Hunt & Madhavaram, 2020).

Dynamic capability is linked strongly to consideration of an organization's capacity to sense and shape opportunities and threats, to seize opportunities, and to maintain competitiveness through enhancing, combining, protecting, and when necessary, reconfiguring the business enterprise's intangible and tangible assets. Dynamic capabilities can enable an enterprise to upgrade its ordinary capabilities and direct these, and the capabilities of partners, toward high-payoff endeavors. As dynamic capabilities are difficult to replicate, the organization that uses them sooner, more astutely and more fortuitously than the competition achieves competitive advantage (Teece, 2007). Therefore, companies can achieve competitive advantage by developing and utilizing their unique capabilities.

In relation to the study, the company can enhance its capabilities by adopting the e-staffing systems to enhance their human resource activities in the organization. The company should seize the opportunity of the advancing technology to enhance its staffing system to ensure outstanding employee and organization performance. E-

staffing can be seen as a valuable resource that can enable organizations to manage their human capital more effectively, which can ultimately lead to better performance. This theory explained the effect of e-staffing system on organization performance.

### **2.2.2 Systems Theory**

This theory was advanced by Ludwig von Bertalanffy (1956). The theory defines the concept of a system, where all systems are characterized by an assemblage or combination of parts whose relations make them interdependent. The systems theory focuses on a set of patterned relations involving frequent interactions, and a substantial degree of interdependence among members of a system. Systems theory is grounded on the notion that intents or foundations within a group are related to one another and in turn interact with one another on the basis of certain recognizable processes. The human resource information system comprises of sub components e-payroll being one of them.

Sub-components exist as a system of related constituents and that reform or development of one subcomponent is dependent and conditioned on the state of the other components if development objectives are to be met. The sub-components of e-payroll are important in the efficiency in the organization and must be improved to enhance performance in the organization. Hence, from the theory organizations are complex systems that are comprised of various interconnected parts. E-payroll can be seen as one of these parts, and changes to the system can have ripple effects throughout the organization. For example, adoption of e-payroll may require changes to HR processes, which can impact other departments and ultimately affect performance. This theory explained the effects of e-payroll on performance.

### **2.2.3 Technology Acceptance Model (TAM)**

This theory was developed by Davis (1989). It explains how users' acceptance of technology affects their use and effectiveness. The model suggests that when organization users are presented with a new technology, a number of issues influence their decision about how and when they will use the technology, perceived usefulness and perceived ease of use. King and He (2006) concluded in a statistical meta-analysis of the technology acceptance model as applied in various fields analyzed published studies that provided sufficient data to be credible. The results showed that TAM was

a valid and robust model that has been largely used, but which potentially has wider implications in organizations.

TAM is a model that posits that the perceived usefulness and ease of use of a technology tend to determine an organization's intention to utilize the respective technological system. In addition, the idea of perceived usefulness is equally important to the individual or organization with respect to perceived ease of use that is the assessment of practicality and viability the technology demonstrates in a respective environment is an estimate, or a reflection, of the perceived ease of use. If both perceived usefulness and perceived ease of use are satisfied criteria among those evaluating the compatibility of the information technology, then attitudes are likely to change and be in favor of using the technology. If the technology fits the purpose of the task at hand and works effectively and efficiently in the process, then acceptance of that technology is likely to ensue in the respective environment (Breen & Zhang, 2008).

Therefore, e-performance management system adoption and usage can be influenced by perceived usefulness, ease of use, and attitudes towards the technology. A positive attitude towards the performance management technology can improve the efficiency and effectiveness of HR practices and ultimately improve performance. This theory explains the effect e-performance management systems on performance. Further, the theory was used to anchor e-training and development systems.

#### **2.2.4 Human Capital Theory**

It was developed by Becker (1993) provided the basis for the notion that it is worth investing in training as well as development. The focus of the theory of human capital is the way productivity and efficiency of employees is influenced by training and development through developing their cognitive level of inventory of economical productive functionality of humans. This theory shows that people and the society as whole gain economic advantages by investing in others. Having to invest in human capital is important in order to increase the level of commitment of employees in an organization; this is because it develops the employees both qualitatively and quantitatively since a labor force that is qualified increases productivity.

Becker (1993) indicated that training and development are the most important components of human capital investment and that the income of an individual who is educated and trained well is more than the average wage rate. This theory informs

organizations that they should focus on the development of their employees. This will improve their knowledge and skills. Further, the development of employees makes them feel that they are part of the organization, this would improve performance. In relations to the study employees' skills, knowledge, and experience are valuable assets that can contribute to performance. E-training can help organizations identify and manage their human capital by providing data-driven insights on employee performance, skill gaps, and training needs. This information can inform HR practices and improve employee capabilities and contributions to performance. This theory supported the effect of e-training on performance.

### **2.2.5 Balanced Score-Card Model**

The Balanced Score Card (BSC) model is attributed to Kaplan and Norton (1992) which is a performance measurement tool that is widely used in determining overall performance of a company by looking at several facets of performance. Specifically, as outlined by Biazzo and Garengo (2012), the model consolidates financial measures with other non-financial performance indicators such as customer perspectives, internal business processes, learning and innovation as well as organizational growth. The model consolidates performance in to four pillars of customer perspective, financial perspective, internal processes and learning and growth perspective (Rahuma & Fethi, 2022). Traditionally, performance of the firm has been skewed towards financial performance (Martunis et al., 2020). However, in the modern business environment, there is need to focus on other attributes of the firm such as customer and other stakeholders' satisfaction.

The financial perspective measures the financial success of the firm through measures such as profitability, financial position, solvency, liquidity among others (Kaplan, Norton & Rugelsjoen, 2010). Customer perspectives focus on the ability of the firm to meet customers satisfaction through their responsiveness to customer demands, handling grievances, speed of handling orders and delivery among others. Internal perspective targets to satisfy shareholders through achieving overall mission of the firm while learning and growth perspective focuses on the sustainability of the business by being able to absorb shocks and regenerate (Rahuma & Fethi, 2022). This perspective therefore emphasises on employee training to improve performance development of a culture that would make the business resilient.

In line with the balance score card model, there is need to adopt a multidimensional model in measuring performance. The model was applied in this study to measure performance using different perspectives such as sales level, efficiency, customer satisfaction and employee feedback.

## **2.3 Empirical Review**

### **2.3.1 E-Staffing Systems and Performance**

Kim and Ployhart (2014) studied the effects of staffing and training on firm productivity and profit growth before, during, and after the great recession in Europe. This study examined how organizations may leverage their human resources to enhance firm performance and competitive advantage. Using 359 firms with over 12 years of longitudinal firm-level profit data, the study suggested that selective staffing and internal training directly and interactively influence firm profit growth through their effects on firm labor productivity, implying that staffing and training contribute to the generation of slack resources that help buffer and then recover from the effects of the Great Recession. Further, internal training that creates specific human capital resources is more beneficial for prerecession profitability, but staffing is more beneficial for post-recession recovery, apparently because staffing creates generic human capital resources that enable firm flexibility and adaptation. This study has a contextual gap in that it used 359 firms with over 12 years while this study used one supermarket that has been in existence for 6 years.

Pahos and Galanka (2018) researched on staffing practices and employee performance in Greece. The purpose of the study was to develop and test a model linking staffing practices, age and employee performance. Using a stratified sample of 1,254 employees, the study hypothesized: the main effects of staffing practices on employee performance, the main effects of age on employee performance and the moderating effects of age on the relationship between staffing practices and employee performance. The results showed significant positive effects of staffing and age on employee performance and a negative moderating effect of age on the relationship. This study is different in concept since it used employee performance as the dependent variable while in the current it is performance.

Pangemanan (2015) studied the impact of staffing, training and development, performance management on organizational commitment. The objectives of this

research are to analyze the impact of staffing, training and development, and performance management on organizational commitment at PT. Bank Tabungan Negara (BTN / Persero) TBK, Manado. This study used quantitative method associated with multiple linear regression analysis. The populations are the employees of PT. BTN Manado with 30 respondents as the sample. The study found that Staffing, training and development, performance management contributes on organizational commitment. This raises contextual and conceptual since the dependent variable was organizational commitment and not performance. The study focus was banks and not a supermarket.

Ogahi (2019) in Nigeria examined the impact of e-recruitment on organizational performance. The aim of this research is to determine the e-recruitment and its effects on organizational performance in Nigerian Banking Sector. Using qualitative research methods, a onetime survey was conducted in two selected Nigerian commercial banks. Primary data was analyzed using regression analysis and Pearson moment product coefficient) techniques with the aid of Statistical Package for Social Science (SPSS). The findings of this study revealed that the most frequently used forms of recruitment were the internet, newspaper advertisement, TV/radio advertisement, transfer and promotions. The study has established that e- recruitment is a key component of human resource management and thus a building block of an organization's performance and success. The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers. Implementing the following best practices with the support of e-recruitment software ensure that organizations are efficient in identifying and retaining talented individuals. This shows a contextual and methodological gap due to the focus on Nigerian banks and the use of qualitative data and not quantitative as is the case of the current study.

Another study by Mwikya (2019) was on the effects of e-recruitment and e-training on human resource performance. This study aimed to establish the effects of e-recruitment and e-training on human resource performance: a case study of Telkom Kenya. The study used descriptive research design targeting employees of Telkom Kenya comprising of managers, supervisors and general staff. The study instruments that were used for data collection were questionnaires. Data collected was content analyzed using

SPSS and results presented on the tables, figures and charts for interpretation. It was clear from the study results that the company website enhances e-recruitment for the desired staff and that use of e-recruitment ensures better applicant tracking during hiring process to employ the suitable person for the duties outlined. The study established that e-training provides reliable mentoring and coaching necessary for acquisition of necessary skills. It was also found out that e-training providing extra training to the employees than other platforms of training in the organization. This poses a contextual and conceptual gap since the study focused on human resource performance in telco company and not firm performance in a supermarket.

Akoyo (2022) studied the effect of e-recruitment system on performance of chartered universities in Kenya. The objective of the study was to determine the effect of e-recruitment system and the performance of chartered universities in Kenya. The collection of primary data was done using semi-structured questionnaires which were sent to the respondents through e-mail. Data was analyzed using descriptive and inferential statistics. The E-recruitment system was assessed in terms of applicant tracking, applicant receipt and shortlisting. The findings of regression analysis showed that the E-recruitment system had a positive and significant effect on the performance of chartered universities in Kenya. The study findings suggested that a one-unit increase in the use of the E-recruitment system would translate into an increase in the performance of chartered universities in Kenya. This shows a contextual gap since it was done in chartered universities in Kenya.

### **2.3.2 E-Payroll and Performance**

Wibawa (2022) conducted a study on the effect of e-accounting and e-payroll on the effectiveness of internal control. Purpose of the study was to determine the effect of e-accounting and e-payroll on the effectiveness of internal control partially or simultaneously. The population of was employees. The data collection technique was carried out using a research instrument in the form of a questionnaire. The collected data was processed with the IBM Statistics SPSS application using the statistical method of multiple regression analysis. The results of this study indicated that partially there is a significant effect between e-accounting on the effectiveness of internal control and e-payroll on the effectiveness of internal control. Simultaneously there is an influence between e-accounting and e-payroll on the effectiveness of internal control. This poses a conceptual gap since the measured internal control and not performance.

Another study conducted by Adekoya and Adeyemi (2020) examined the effect of e-payroll on organizational performance in Nigerian public sector organizations. The study used a descriptive research design, and data were collected from employees using a structured questionnaire. The results indicated that e-payroll had a significant positive effect on organizational performance. The study found that e-payroll improved payroll accuracy, reduced processing time, and increased employee satisfaction, which resulted in increased productivity and reduced labor costs. This poses a contextual gap since this study was done in Nigerian public sector organizations while the current study was done in supermarkets in Kenya.

Similarly, a study conducted by Oyebisi and Adeoye (2021) investigated the effect of e-payroll on organizational performance in Nigerian manufacturing firms. The study used a cross-sectional survey design, and data were collected from employees using a structured questionnaire. The results showed that e-payroll had a significant positive effect on organizational performance. Specifically, e-payroll improved accuracy, timeliness, and efficiency in payroll processing, which led to improved employee motivation and reduced labor costs. There exists a methodological gap since the study adopted a cross-sectional design while the current study used a descriptive survey design.

Aloriwor (2021) studied the impact of e-salary payment voucher and payroll audits in eliminating undeserved compensations in the management units of Ghana education service. This study was born with the purpose of assessing the impact of the e-salary payment voucher system and payroll headcounts/audits in the elimination of unauthorized compensations in the two Kasena-Nankana Districts of Upper East Region. This study employed the fraud triangle theory as the basis for its experiment. The study also utilized the non-probability quota sampling method to select 102 users of the E-SPV system for a cross sectional survey in Ghana Education Service. The results of the study show that there is a statistically significant inverse relationship between the opportunities for undeserved compensations and both payroll audits and Electronic Salary Payment Voucher system. However, the study revealed a direct relationship between undeserved compensations and both size of management units and rank of staff in Ghana Education Service. This study shows a conceptual gap as the dependent variable is underserved compensation while in the current study is performance.

A study conducted by Waweru (2020) investigated the effect of e-payroll on organizational performance in Kenyan public universities. The study used a cross-sectional survey design, and data were collected from employees using a structured questionnaire. The results showed that e-payroll had a significant positive effect on organizational performance. Specifically, e-payroll improved accuracy, timeliness, and efficiency in payroll processing, which led to increased employee satisfaction and reduced staff turnover. There exists a methodological gap since the study adopted a cross-sectional design while the current study used a descriptive survey design.

### **2.3.3 E-Performance Management Systems and Performance**

Lubis and Utami (2020) conducted a study on the effect of e-performance on organizational performance mediated by employee performance, discipline and motivation: study in government of Banda Aceh City. The study examined the effect of e-performance on organizational performance mediated by employee performance, discipline and motivation. The population was all civil servant (employee) of Government of Banda Aceh City. The data was collected by using questionnaires, with the answer choice uses the Likert scale. Structural Equation Modeling (SEM) was used to analyze the data. The result showed that e-performance affects employee performance, e-performance affects employee discipline, e-performance affects work motivation, employee performance affects organizational performance, work discipline will affect performance, and work motivation affects performance of the Banda Aceh Secretariat. This was a contextual since the focus was on government of Banda Aceh City while the current study was done in supermarkets in Kenya.

Al-Raisi, Amin and Tahir (2019) researched on e-performance management system, its implementation and effectiveness within the United Arab Emirates federal government organizations. The study described the employee e-performance effectiveness within the United Arab Emirates Federal Government Organizations as it presented an analysis of both the traditional and electronic performance management systems. The study revealed that e-performance management systems have major components that dramatically affect the efficiency and effectiveness of governmental operations. It facilitates the monitoring and evaluating of employee performance by supervisors and organizations. There exists a contextual gap since this study was done in United Arab Emirates federal government organizations while the current study was done in supermarkets in Kenya.

Singh and Dhameja (2019) studied the impact of e-performance management system on employee performance private banks in India. The study discussed how E-PMS has been practiced and how it has changed the working and functioning of the banks. Conceptual framework was used to show the relationship between digitalization of performance management with HR functions. The study was conducted in India and involved collecting data from 200 employees working in private sector banks. The researchers found that the use of EPMS had a positive impact on employee performance. This is conceptual gap due to the focus on employee performance and not performance as is the case in the current study.

Al-Hawari and Al-Shobaki (2020) researched on the effect of e-performance management system on organizational performance at information technology companies in Jordan. The study used the descriptive analytical method, and a stratified random sample consisting of 50 employees working in information technology companies. To collect the needed data a questionnaire was developed and distributed to the sample; data was analyzed using SPSS statistical software, as has the process of analysis based on descriptive statistics and statistical analytical. The study found that the use of EPMS had a positive impact on organizational performance. This is a contextual gap due to the focus on information technology companies in Jordan, the current study was done in supermarkets in Kenya.

Belayneh and Abera (2019) studied the effect of e-performance management on organizational performance from Ethiopia. The study used a survey design to collect data from 127 employees in four Ethiopian organizations. The researchers used structural equation modeling (SEM) to analyze the data. The study found that e-performance management systems had a positive impact on employee job satisfaction, which in turn had a positive impact on organizational performance. The study also found that e-performance management systems had a direct positive impact on organizational performance. This poses a methodological gap due to the use of SEM in analysis, the current study adopted the SPSS.

Iheanacho and Ugwuoke (2020) researched on the impact of e-performance management on organizational performance in Nigerian Banks. This study used a survey design to collect data from 312 employees in three Nigerian banks. The researchers used structural equation modeling (SEM) to analyze the data. The study

found that e-performance management systems had a positive impact on employee job satisfaction, which in turn had a positive impact on organizational performance. The study also concluded that e-performance management systems had a direct positive impact on organizational performance. This shows a contextual gap since the study was done in Nigerian Banks, the current study was done in supermarkets in Kenya.

Njeje (2018) conducted a study on e-performance management systems and organization performance of Sacco's in Kenya. The study was guided by the technology acceptance theory. The study employed a cross sectional survey design targeting a population of respondents drawn from Saccos in the country. Questionnaires were used as data collection instruments and data was quantitative in nature. Data was analyzed using descriptive and inferential statistics and correlation and presented in tables. The validity and reliability of the instrument was determined by Cronbach. The results showed that E-performance management had a significant effect on the performance of Saccos. This poses a methodological gap since this study adopted the cross-sectional survey design while the current study used the descriptive survey design.

### **2.3.4 E-Training and Development Systems and Performance**

A study by Chatti, Dyckhoff, and Schroeder (2012) focused on e-training on job performance. The study involved a sample of 200 employees from a German bank who were randomly assigned to either an e-training or a traditional classroom training group. The study found that e-training had a positive impact on knowledge acquisition, skill development, and job performance. It was noted that e-training group showed higher levels of knowledge acquisition and skill development compared to the classroom training group, and these improvements translated into better job performance. This was a conceptual and contextual gap since the study determined job performance in German banks while the current study determined performance of supermarkets in Kenya.

Another study by Schrum and Hong (2012) investigated the impact of e-training on employee attitudes and job performance. The study involved a sample of 135 employees from a US government agency who completed an e-training program on customer service. The results showed that the e-training program had a positive impact on employee attitudes towards customer service, and this improvement translated into better job performance. There exists a conceptual and contextual gap since the study

determined job performance in government agency in United States while the current study determined performance of supermarkets in Kenya.

Kamuzora and Magoti (2020) studied the impact of e-learning on employee performance in Tanzania. The study examined the impact of e-learning on employee performance in Tanzania. A descriptive research design was adopted. The study population was employees in telecom companies in Tanzania. Using purposive sampling a sample of 130 employees was selected. Data analysis was done using the descriptive and inferential statistics. The findings showed that e-learning had a significant positive impact on employee performance, specifically on knowledge acquisition, job performance, and job satisfaction. This was a conceptual gap since the study determined employee performance and not firm performance.

Mutinda and Mungai (2018) studied the impact of e-training on employee performance in selected public universities in Kenya. The study used a descriptive survey design and collected data through questionnaires from 214 employees of selected public universities in Kenya. Analysis was done using the descriptive and inferential statistics. The study found that e-training had a positive impact on employee performance in terms of job knowledge, skills, and abilities. However, the study also noted that there were challenges such as lack of access to computers and internet, inadequate training content, and insufficient support from supervisors. This shows a conceptual and contextual since the study determine employee performance in selected public universities in Kenya while the current study determined performance of supermarkets in Kenya.

Oloo and Obura (2017) studied the impact of e-training on employee performance in Kenyan Banking Sector. The study used a cross-sectional survey design and collected data through questionnaires from 120 employees of four commercial banks in Kenya. The study found that e-training had a positive impact on employee performance in terms of job satisfaction, job performance, and organizational commitment. However, the study also noted that there were challenges such as lack of motivation, inadequate training content, and insufficient support from supervisors. There exists a methodological gap since this study used cross-sectional design while the current study used a descriptive design.

## 2.4 Summary of Literature and Research Gaps

**Table 2.1: Summary of Literature and Research Gaps**

Author	Topic	Findings	Gap	Focus of Current Study
Chatti, Dyckhoff, & Schroeder (2012)	E-training on job performance in German bank	E-training had a positive impact on knowledge acquisition, skill development, and job performance.	The gap is contextual since this study focused on the banking sector	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya
Schrump and Hong (2012)	Impact of e-training on employee attitudes and job performance.	e-training program had a positive impact on employee attitudes towards customer service, and this improvement translated into better job performance.	The study determined job performance in government agency in United States.	The current study determined performance of supermarkets in Kenya.
Kim and Ployhart (2014)	Effects of staffing and training on firm productivity and profit growth before, during, and after the great recession	Selective staffing and internal training directly and interactively influence firm profit growth	The gap is conceptual since this study dependent variable is firm productivity. Methodological gap was also identified.	The current study focused is human resource information system and performance of quick mart supermarkets in Kenya
Pangemanan (2015)	Impact of staffing, training and development, performance management on organizational commitment	Staffing, training and development, performance management contributes on organizational commitment.	The gap is conceptual since this study dependent variable is organizational commitment	The current study focused is human resource information system and performance of quick mart supermarkets in Kenya
Oloo and Obura (2017)	Impact of e-training on employee performance in Kenyan Banking Sector.	e-training had a positive impact on employee performance	This study used cross-sectional design presenting a methodological gap.	The current study used a descriptive design.
Pahos and Galanka (2018)	Staffing practices and employee performance in Greece	Results showed significant positive effects of staffing on employee performance and a negative moderating effect of age on the relationship.	The study only focused on employee performance presenting a conceptual gap.	The current study determined overall performance

Njeje (2018)	E-performance management systems and organization performance of Sacco's in Kenya	E-performance management had a significant effect on the performance of Saccos.	The gap is contextual since this study focused on performance of Saccos	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya
Mutinda and Mungai (2018)	Impact of e-training on employee performance in selected public universities in Kenya.	E-training had a positive impact on employee performance in terms of job knowledge, skills, and abilities.	This study focused on employee performance, hence, a conceptual gap.	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya
Ogahi (2019)	The impact of e-recruitment on organizational performance in Nigeria.	E-recruitment software ensure that organizations are efficient	The study used qualitative data thus there is methodological gap.	The study used both qualitative and quantitative data.
Mwikya (2019)	Effects of e-recruitment and e-training on human resource performance: a case study of Telkom Kenya	E-recruitment ensure better applicant tracking during hiring process to employ the suitable person for the duties outlined	The gap is conceptual since this study focus was on HR performance in Telkom Kenya.	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya
Al-Raisi, Amin and Tahir (2019)	e-performance management system, its implementation and effectiveness within the United Arab Emirates federal government organizations.	The study revealed that e-performance management systems have affect the efficiency and effectiveness of governmental operations.	This study was done in United Arab Emirates federal government organizations.	The current study was done in supermarkets in Kenya.
Singh and Dhameja (2019)	Impact of e-performance management system on employee performance private banks in India.	Use of EPMS had a positive impact on employee performance.	The study focused on employee performance	Performance is the focus in the current study
Belayneh and Abera (2019)	Effect of e-performance management on organizational performance from Ethiopia.	E-performance management systems had a positive impact on employee job satisfaction,	The gap is conceptual since this study focused on job performance in Ethiopia	The current study focused on human resource information system and performance of quick mart

				supermarkets in Kenya
Adekoya and Adeyemi (2020)	Effect of e-payroll on organizational performance in Nigerian public sector organizations.	E-payroll had a significant positive effect on organizational performance	The gap is contextual since this study focused on Nigeria public sector; the findings cannot be generalized to Kenya	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya
Waweru (2020)	Effect of e-payroll on organizational performance in Kenyan public universities.	E-payroll had a significant positive effect on organizational performance.	The gap is contextual since this study focused on performance of public universities	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya
Lubis and Utami (2020)	Effect of e-performance on organizational performance mediated by employee performance, discipline and motivation: study in government of Banda Aceh City.	E-performance affects employee performance	The gap is conceptual since this study focused one employee performance	The current study focused human resource information system and performance of quick mart supermarkets in Kenya
Al-Hawari and Al-Shobaki (2020)	Effect of e-performance management system on organizational performance at information technology companies in Jordan.	Use of EPMS had a positive impact on organizational performance.	The study focused on information technology companies in Jordan.	The current study was done in supermarkets in Kenya.
Iheanacho and Ugwuoke (2020)	Impact of e-performance management on organizational performance in Nigerian Banks.	The study found that e-performance management systems had a direct positive impact on organizational performance.	The study was done in among banks in Nigerian which is a different context.	The current study was done in supermarkets in Kenya.
Kamuzora and Magoti (2020)	Impact of e-learning on employee performance in Tanzania	E-learning had a significant positive impact on employee performance.	This study context was firms in Tanzania, the findings cannot be applied to Kenya. Thus, there is a contextual gap.	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya

Aloriwor (2021)	Impact of e-salary payment voucher and payroll audits in eliminating undeserved compensations in the management units of Ghana education service.	There is a statistically significant inverse relationship between the opportunities for undeserved compensations and both payroll audits and Electronic Salary Payment Voucher system	The dependent variable is underserved compensation. Thus, an empirical gap exists.	The dependent variable is performance.
Oyebisi and Adeoye (2021)	Effect of e-payroll on organizational performance in Nigerian manufacturing firms.	e-payroll had a significant positive effect on organizational performance.	The study adopted a cross-sectional design presenting a methodological gap	Current study used a descriptive survey design.
Akoyo (2022)	The effect of e-recruitment system on performance of chartered universities in Kenya.	E-recruitment system has a positive and significant effect on the performance of chartered universities in Kenya.	The study was done on was chartered universities and therefore there exists a contextual gap.	This study focused on Quickmart supermarket.
Wibawa (2022)	The effect of e-accounting and e-payroll on the effectiveness of internal control.	There is a significant effect between e-accounting on the effectiveness of internal control and e-payroll on the effectiveness of internal control	The gap is conceptual since this study dependent variable is internal control	The current study focused on human resource information system and performance of quick mart supermarkets in Kenya

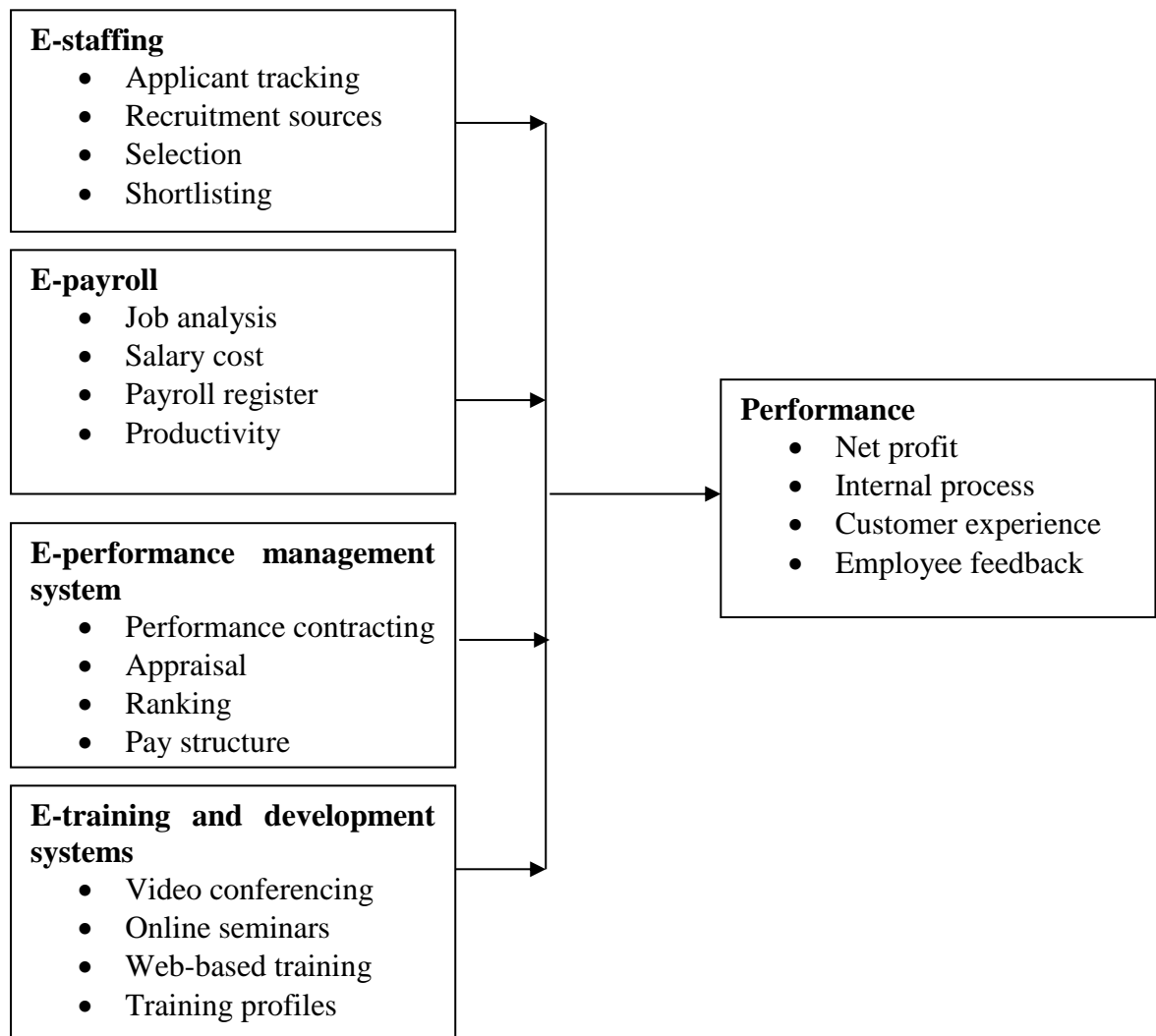
Source: Literature Review (2023)

## 2.5 Conceptual Framework

The conceptual framework shows the relationship between the independent and dependent variables. The independent variables are e-staffing, e-payroll, e-performance management systems and e-training. The independent variable is performance. This is as shown in Figure 2.1.

**Independent Variable**  
**Variable**

**Dependent**



**Figure 2.1: Conceptual Framework**  
Source: Author and literature review (2023)

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter covers the methodology of the study. The research aimed at explaining the methods and tools employed in collecting and presenting data for analysis. The discussion is on the research design, target population, sampling technique and sample size, data collection instruments, pilot testing, data collection methods, and data analysis and presentation.

### **3.2 Research Design**

Research design shows the structure of the research and how all the parts of the research work together to meet the research objectives. It is the conceptual structure within which research is carried and the blueprint for the collection, measurement and analysis of data (Kothari & Gang, 2014). The study adopted a descriptive research design. The descriptive survey design is used to collect information regarding people's opinions, attitudes about the study. Hence, it was used in establishing the relationship existing between the study variables.

### **3.3 Target Population**

Cooper and Schindler (2014) define the target population as the list of all the elements from which the sample is actually drawn. The study was conducted at Quickmart supermarket in Nairobi County. There are 32 Quickmart supermarkets in Nairobi County distributed across the six regions in Nairobi. According to the Human resources, the supermarket has four broad departments for human resources, information technology, finance and sales department. The study targeted employees in these departments.

Nairobi City Water and Sewerage Company designates Nairobi county into six regions comprising of Central Region (Upperhill, CBD, Ngara, South C and Industrial Area), Eastern Region (Kayole, Komarock, Umoja, Industrial Embakasi, Donholm), Northern Region (Muthaiga, Thikaroad, Kaarani, Githurai and Kahawa), North Eastern Region (Kangundo road, Babadogo/Dandora, Jogoo Road, Buruburu and Eastleigh), Southern Region (Kilimani, Kileleshwa, Hurlingham, Ngong road, Kibera, Highrise, Karen and Lang'ata) and Western Region comprising of Parklands/Westlands, Lavington, Kawangware and Dagoretti as shown in appendix V.

The study stratified the supermarkets into the six regions and randomly selected six Quickmart supermarkets, one from each region. The selected supermarkets were Quickmart Pioneer (Central Region), Quickmart EBP Eastern By-Pass, (Eastern Region), Quickmart Roysambu (Northern Region), Quickmart Buru Buru (North Eastern Region), Quickmart Kilimani (Southern Region) and Quickmart Westlands representing Western Region. The population was summarized in Table 3.1.

**Table 3.1: Target Population**

	<b>Population</b>	<b>Percent</b>
Human resource department	31	15.98
Information technology department	46	23.71
Finance department	23	11.86
Sales Department	94	48.45
<b>Total</b>	<b>194</b>	<b>100.00</b>

**Source: Human Resource Department, Quickmart Supermarket (2023)**

### 3.4 Sampling Technique and Sample Size

Sampling is the technique used in selecting the proportion of the study population. The stratified random sampling was used in this study. Stratified random sampling was a technique in which the total population is divided into strata to complete the sampling process. Each stratum is formed based on shared attributes or characteristics (Creswell, 2013). This method was suitable for this study because it assists in the selection of a sample that can be compared against each other to reach study conclusions. It also helped to pick a sample that reflects the groups in the participant population. A sample is a proportion of the study population. It is important to select a representative sample for the study. To determine the sample size, the Yamane formula was used.

$$n = N / 1 + N (0.05)^2$$

$$n = 194 / 1 + 194(0.05)^2$$

$$= 130$$

The study sample size was 130 respondents; this was 67% of the study population.

**Table 3.2: Sample Size**

<b>Category</b>	<b>Population</b>	<b>Ratio</b>	<b>Sample</b>
Human resource department	31	0.67	21
Information technology department	46	0.67	31
Finance department	23	0.67	15
Sales Department	94	0.67	63
<b>Total</b>	<b>194</b>		<b>130</b>

### **3.5 Data Collection Instrument**

The study used primary data. The study used a structured questionnaire so as to get in depth information on the study. The questionnaire consisted of open and closed-ended questions. The closed-ended questions were used to elicit the respondents' feelings towards the objectives and open-ended questions allowed the respondents to give more information in regard to the study objectives. Questionnaire was used because they allow collection of large amounts of data.

The questionnaire had a five-point level Likert scale. Through these questions the researcher established whether the variables of the study have a direct relationship with Performance of Quickmart supermarket. The questionnaire was structured to six sections. Section A provided for background information on the respondents, Section B, C, D and E was on e-staffing, e-payroll, e-performance management and e-training respectively. The section F was on organization performance.

### **3.6 Pilot Testing**

Piloting was done to determine the validity and reliability of the research instrument. Eight respondents were used in the pre-tests, that is, 10% of the sample size as per recommendations by Mugenda and Mugenda (2003) who observed that a successful pilot study used 10% to 30% of the actual sample size. This study selected 13 respondents representing 10% of the population for pilot study. The pilot was done at Quickmart supermarket Kiambu Road branch. The pre-tested respondents were not part of the study population since this would bring about assessment biases.

### **3.7 Validity and Reliability of the Research Instrument**

#### **3.7.1 Validity of the Research Instrument**

Validity of a research instrument assesses the extent to which the instrument measures what it is designed to measure (Robson, 2011). It is the degree to which the results are truthful. Face validity determines whether the test appears (at face value) to measure

what it claims to. Individuals who took the test judged the face validity. Construct validity refers to the extent to which a test captures a specific theoretical construct or trait. To ensure construct validity the researcher combined different methods which include correlational analysis and regression analysis. Content validity was also used to ascertain clarity and simplicity. In order to ensure content validity, the preliminary questionnaire was pre-tested on a pilot set of respondent managers for comprehension, logic and relevance. All the aspects of the questionnaire was pre-tested including question content, wording, sequence, question difficulty, layout and form and instructions. The feedback obtained was used to revise the questionnaire before administering it to the study respondents.

### **3.7.2 Reliability of the Research Instrument**

Reliability is concerned with the extent to which the scores are free from random measurement errors. Cronbach's alpha was used to estimate internal consistency reliability by determining how items of the instrument relate to each other and the entire instrument (Sekran & Bougie, 2010). According to Sekran and Bougie (2010), coefficient alpha is the measure of internal consistency based on the formula  $\alpha = \frac{rk}{1+(K-1)r}$ , where k is the number of variables in the analysis and r is the mean of the inter-item correlation. A Cronbach's alpha 0.7 is enough to confirm whether the variables are reliable.

### **3.8 Data Collection Procedure**

The data collection procedure begun with the obtaining of letter for authorization of collection of data from Kenyatta University and a letter from National commission for science, technology and innovation (NACOSTI). The institution provides a research permit to collect data. Administration of questionnaire involved pre-contact with the respondents. The research instruments were self-administered on the basis of drop and pick-up later basis. This was done in order to give enough time to the respondents to work on the questionnaires appropriately. The research assistants were used to collect the questionnaire. The research assistant was given enough training for both the questionnaire before starting the data collection.

### **3.9 Data Analysis and Presentation**

After data collection the data was edited to detect errors and omissions. Coding then followed where the questionnaires were assigned numerals so that responses could be

put into a limited number of categories. Thereafter classification soon followed to arrange raw data into homogeneous groups to get meaningful relationships. Finally, descriptive statistics and inferential statistics were used to present findings. Descriptive statistics include mean, standard deviation, frequencies and percentages. Then the information was presented in tables and figures make it more meaningful.

The Pearson correlation coefficient was used to assess the extent of the relationship between the independent and dependent variable. Multiple regression was used to examine the effect of human resource information system on organization performance.

Hence, the model for this study was;

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

Where:

Y - Organization performance

$\beta_0$  Constant coefficient

$X_1$  – e-staffing system

$X_2$  – e-payroll

$X_3$  – e-performance management system

$X_4$  – e-training and development systems

$\beta_1, \beta_2, \beta_3, \beta_4$  – Beta coefficients of the study variables.

$\varepsilon$  error term

The model significance was tested using the coefficient of determination ( $R^2$ ). This determined the changes in performance due to alterations in HRIS. The F-statistic at a confidence level of 95% was used to find out fitness of the model. Student t-test and P-values at 5% significance level was utilized to establish if a significant link exists between the independent and dependent variable.

### **3.10 Ethical Considerations**

A letter of introduction was obtained from the university. A research permit was obtained from NACOSTI. Permission was sought from the managers at quick mart supermarkets. The researcher sought informed consent from the respondents. The respondents participated in the study voluntarily. The anonymity of the respondents was ensured as they were not required to indicate their name. There were no risks

involved in this study. The information provided by the respondents was kept confidential and it was used for academic purposes only.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter is dedicated to presenting, discussing, and analyzing the findings gathered during data collection. The primary objective is to provide a comprehensive understanding of the impact of Human Resource Information Systems (HRIS) on the performance of Quickmart supermarket in Nairobi City County, Kenya. The findings are supported by tables and figures, which are used as visual aids to enhance clarity and understanding. The study also provides an analysis and interpretation of the results, drawing connections to the existing literature as appropriate. The findings presented in this chapter play a crucial role in contributing to the understanding of how various components of HRIS, including e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems, influence the performance of Quickmart supermarket.

### 4.2 Response Rate

The study selected a sample of 130 respondents from human resources, information technology, finance and sales departments of 32 Quickmart supermarkets in Nairobi County distributed across the six regions in Nairobi. All the selected respondents were issued with questionnaires for data collection out of which 107 were returned having been fully filled. The returned questionnaires formed a response rate of 82.3% which was excellent according to Sekaran and Bougie (2016) who stated that a response rate of 50% and above is adequate for analysis, 60% and above is good while that of 70% and above is excellent. The response rate was summarized in Table 4.1.

**Table 4.1: Response Rate**

Questionnaire	Frequency	Percent
Returned	107	82.3
Non returned	23	17.7
<b>Total</b>	<b>130</b>	<b>100.0</b>

### 4.3 Reliability Results

In this study reliability of the research questionnaire was determined via internal consistency using Cronbach's alpha ( $\alpha$ ) where a reliability co-efficient of 0.7 or more was considered reliable based on the recommendations of Sekaran and Bougie (2016). The results of the study were as summarized in Table 4.2.

**Table 4.2: Reliability Statistics**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Conclusion</b>
E-staffing systems	0.793	Reliable
E -payroll systems	0.837	Reliable
E -performance management systems	0.884	Reliable
E -training and development systems	0.892	Reliable
Performance	0.916	Reliable
<b>Aggregate</b>	<b>0.863</b>	<b>Reliable</b>

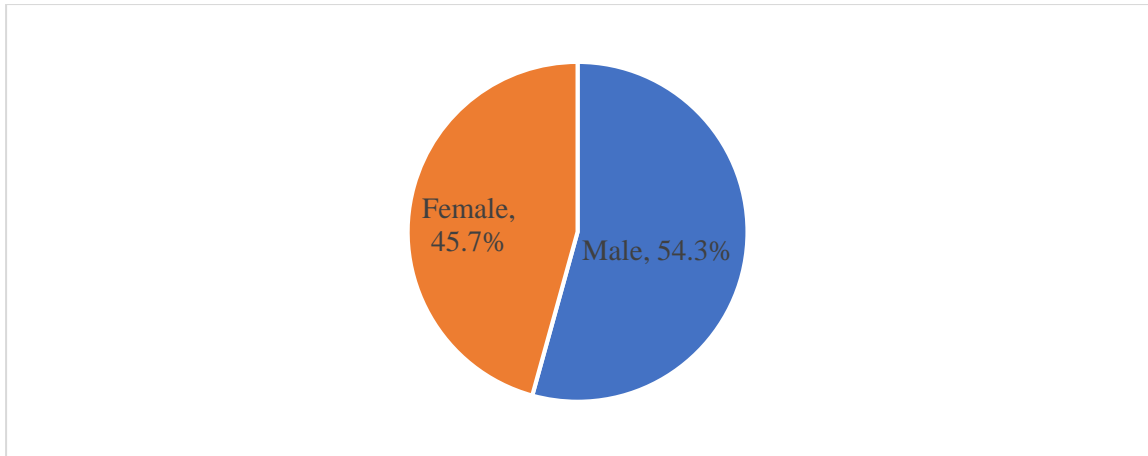
The results in table 4.2 show that the aggregate Cronbach's alpha was 0.863 which greater than 0.7 indicating that the research instrument had internal consistency and was therefore reliable in collecting the intended data. Specifically, the reliability coefficient for e-staffing systems was 0.793, e -payroll systems had 0.837, e -performance management systems had 0.884, e -training and development systems had 0.892 while performance had a coefficient of 0.916. Since all the variable had a coefficient of greater than 0.7, it was established that the questionnaire was reliable.

#### **4.4 Demographic Characteristics**

This part of the study presents the general information of selected respondents. In this study, the researcher sought to establish the gender, length of service in the organization, and respondents work department. The findings were presented and discussed in sub-sections below.

##### **4.4.1 Gender of Respondents**

Respondents were requested to indicate their gender and the findings obtained were as presented in Figure 4.1.

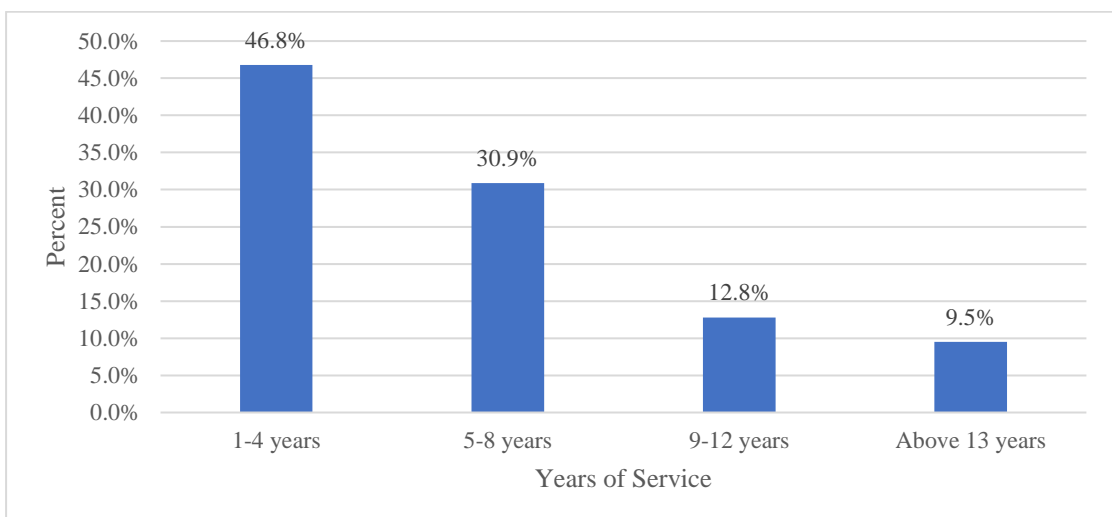


**Figure 4.1: Gender of Respondents**

The findings presented in Figure 4.1 shows that 54.3% of the respondents were male, while 45.7% were female. This indicates a relatively balanced representation of genders in the organization's workforce. Such gender balance can contribute to diverse perspectives, which may be valuable in decision-making processes and fostering a more inclusive workplace culture. Therefore, the study was free from gender bias and the findings can be generalized.

#### 4.4.2 Length of Service in the Organization

Respondents were requested to indicate the length of time they had been working at Quickmart supermarket. The findings were as presented in Figure 4.2.



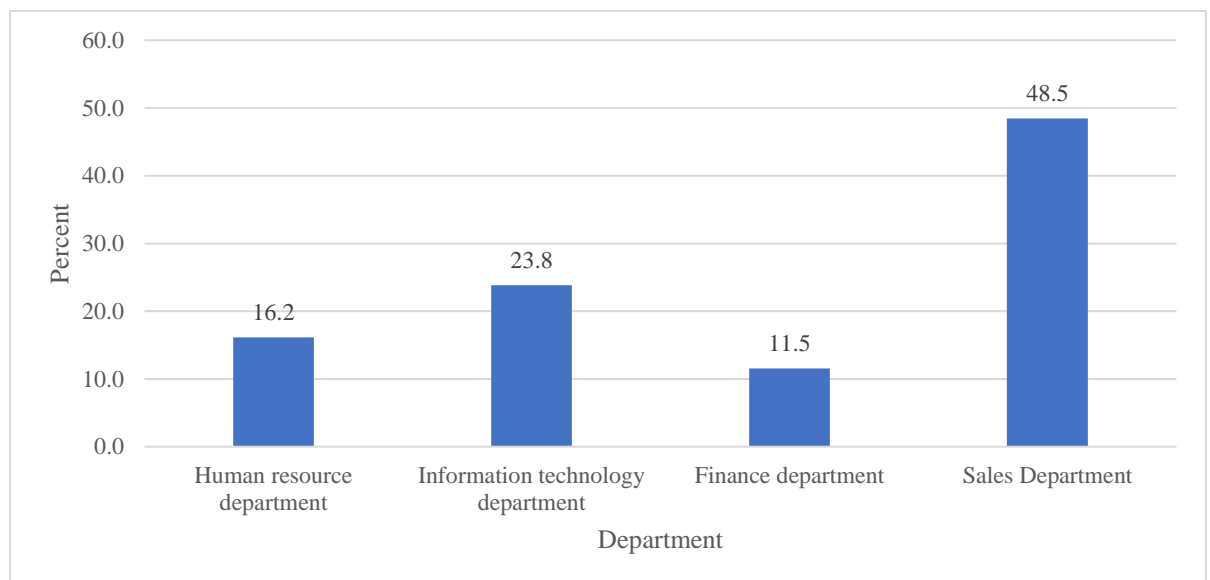
**Figure 4.2: Respondents Length of Service in the Organization**

From the findings in Figure 4.2, 46.8% of the respondents had worked with Quickmart for 1-4 years, 30.9% for 5-8 years, 12.8% for 9-12 years, and 9.5% for more than 13 years. The findings suggests that Quickmart has a workforce with varying levels of

experience within the organization with majority having worked between one and four years. This period was considered adequate for purposes of understanding operation in the company and the response given were well informed on how the human resource information system affects the performance of the organization. Having a mix of both relatively new employees and those with longer tenure can be advantageous in that newer employees may bring fresh ideas and perspectives, while longer-tenured employees may provide stability and institutional knowledge.

#### 4.4.3 Respondents Work Department

Respondents were requested to indicate the department they worked in. Figure 4.3 presents summary of the findings obtained.



**Figure 4.3: Respondents Work Department**

The findings show that among the respondents, 48.5% of the respondents were from the sales department followed by 23.8% in information technology, 16.2% from human resource, and 11.5% from finance department. The distribution of departments reflects a diverse representation across different functional areas within the organization. This diversity indicates that the study has captured input from multiple parts of the organization. The data collected was therefore representative of the different departments and was able to capture valuable information on various ways human resource information system affects performance Quickmart supermarket from different departmental point of view. It's important for HRIS to cater to the needs of various departments, and this distribution ensures a broad perspective on HRIS impact.

#### 4.5 Descriptive Analysis for Study Variables

In this section the study presents findings on Likert scale questions where respondents were asked to indicate their level of agreement with various statements that relate with the effect of human resource information system on performance Quickmart supermarket in Nairobi City County Kenya. They used a 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 moderate, 3.5-4.4 agree and 4.5-5 strongly agree. The findings were presented and discussed in sub-sections below.

##### 4.5.1 E-Staffing Systems

The first objective of the study was to examine the effect of e-staffing systems on performance of Quickmart supermarkets in Nairobi City County Kenya. Respondents were therefore asked to indicate their level of agreement on various statements about the effect of e-staffing systems on performance of Quickmart supermarket Kenya. Table 4.2 presents summary of the findings obtained.

**Table 4.3: Descriptive Analysis on E-Staffing Systems**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
E-staffing allows potential candidates to apply for jobs in the organization	3.837	0.891
E-staffing promotes recruitment of employee through an online system	3.826	0.882
E-staffing has helped the organization to recruit talented employees	3.740	0.837
E-staffing has assisted the organization to attract the right staff for the job	3.731	0.877
The e-staffing system enhances employee selection process in the organization	3.724	1.109
Our organization has adopted the e-staffing system	3.574	0.888
<b>Aggregate Score</b>	<b>3.739</b>	<b>0.914</b>

Based on the findings, the respondents were in agreement that e-staffing allows potential candidates to apply for jobs in the organization (M= 3.837, SD= 0.891); that e-staffing promotes recruitment of employee through an online system (M= 3.826, SD= 0.882); and that e-staffing has helped the organization to recruit talented employees (M= 3.74, SD= 0.837). Respondents further agreed that e-staffing has assisted the organization to attract the right staff for the job (M= 3.731, SD= 0.877);

that the e-staffing system enhances employee selection process in the organization (M= 3.724, SD= 1.109); and that their organization has adopted the e-staffing system (M= 3.574 0.888). The findings above supported by an aggregate mean of 3.739 (SD= 0.914) show that the respondents agree that of e-staffing systems affects performance of Quickmart supermarkets in Nairobi City County Kenya.

The findings of the study align with existing research in the field of human resource management. For instance, Kim and Ployhart (2014) demonstrated that selective staffing strategies can directly influence firm profit growth through enhanced labor productivity. Moreover, Pangemanan's (2015) research highlighted the role of staffing in contributing to organizational commitment. While these studies focused on various aspects of staffing, their findings collectively support the conclusion that e-staffing systems have a notable effect on the performance of Quickmart supermarkets in Nairobi City County, Kenya.

#### 4.5.2 E-Payroll

The second objective of the study was to assess the effect of e-payroll on performance of Quickmart supermarkets in Nairobi City County Kenya. Respondents were therefore asked to indicate their level of agreement on the effect of e-payroll on performance of Quickmart supermarket Kenya. Table 4.3 presents summary of the findings obtained.

**Table 4.4: Descriptive Analysis on E-Payroll**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev.</b>
E-payroll system used to determine pay based on work done	3.964	0.896
Our organization has adopted the e-payroll system	3.921	1.007
E-payroll helps in the storage of payroll information for future use	3.814	0.915
E-payroll ensures efficiency in payroll preparation	3.808	0.895
E-payroll helps in increasing productivity of our staff	3.756	0.87
E-payroll helps in the automation of the payroll register	3.732	0.909
E-payroll ensures accuracy in the calculation of bonuses, allowances and expenses	3.635	0.893
E-payroll system helps the organization to customize its pay slips	3.515	0.636
<b>Aggregate Score</b>	<b>3.768</b>	<b>0.878</b>

The findings in Table 4.3 show that the respondents agreed on average that e-payroll system is used to determine pay based on work done (M= 3.964, SD= 0.896); that their organization has adopted the e-payroll system (M= 3.921, SD= 1.007); and that e-payroll helps in the storage of payroll information for future use (M= 3.814, SD=

0.915). They also agreed that e-payroll ensures efficiency in payroll preparation (M= 3.808, SD= 0.895); that e-payroll helps in increasing productivity of their staff (M= 3.756, SD= 0.87); that e-payroll helps in the automation of the payroll register (M= 3.732, SD= 0.909). They also agreed that e-payroll ensures accuracy in the calculation of bonuses, allowances and expenses (M= 3.635, SD= 0.893); and that e-payroll system helps the organization to customize its pay slips (M= 3.515, SD= 0.636). The findings above and supported by an aggregate mean of 3.768 (SD= 0.878) showed that the respondents agree that e-payroll affects performance of Quickmart supermarkets in Nairobi City County Kenya.

The findings of the study agree with research like Adekoya and Adeyemi (2020) who examined the effect of e-payroll on performance in Nigerian public sector organizations and found a significant positive impact on performance. Similarly, Oyebisi and Adeoye (2021) investigated the effect of e-payroll and highlighted its positive influence, particularly in terms of accuracy, timeliness, and efficiency in payroll processing. These studies provide valuable support for the finding that e-payroll significantly affects the performance of Quickmart supermarkets in Nairobi City County, Kenya

#### **4.5.3 E-Performance Management Systems**

The third objective of the study was to determine the effect of e-performance management systems on performance of Quickmart supermarkets in Nairobi City County Kenya. Respondents were therefore asked to indicate their level of agreement on statements about effect of e-performance management systems on performance of Quickmart supermarket Kenya. Table 4.4 presents summary of the findings obtained.

**Table 4.5: Descriptive Analysis on E-Performance Management Systems**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
E-performance management system ensures effectiveness in measuring performance	3.849	0.845
The organization has adopted e-performance management systems	3.824	0.947
E-performance management system enhances monitoring of employee performance	3.730	0.895
E-performance management system enhancing decision making in regard to employee performance	3.669	0.798
E-performance management system helps in the management of employee performance	3.640	0.845
E-performance management system enhances the measurement of employee performance	3.626	0.644
<b>Aggregate Score</b>	<b>3.723</b>	<b>0.829</b>

The study findings show that the respondents agreed that e-performance management system ensures effectiveness in measuring performance (M= 3.849, SD= 0.845); that the organization has adopted e-performance management systems (M= 3.824, SD= 0.947); and that e-performance management system enhances monitoring of employee performance (M= 3.730, SD= 0.895). They were also in agreement that e-performance management system enhancing decision making in regard to employee performance (M= 3.669, SD= 0.798); that e-performance management system helps in the management of employee performance (M= 3.640, SD= 0.845); and that e-performance management system enhances the measurement of employee performance (M= 3.626, SD= 0.644). As supported by an aggregate mean of 3.723 (SD= 0.829), the findings above suggest that e-performance management systems affect performance of Quickmart supermarkets in Nairobi City County Kenya.

The study findings agree with the existing research on e-performance management systems. For instance, Belayneh and Abera (2019) examined the effect of e-performance management on organizational performance in Ethiopia and found that e-performance management systems not only positively influenced employee job satisfaction but also had a subsequent positive impact on organizational performance. Similarly, Iheanacho and Ugwuoke (2020) investigated the impact of e-performance management on organizational performance in Nigerian banks and demonstrated a direct positive influence on organizational performance. These studies provide substantial evidence that supports the conclusion that e-performance management

systems play a pivotal role in influencing the performance of Quickmart supermarkets in Nairobi City County, Kenya.

#### 4.5.4 E-Training and Development Systems

The fourth objective of the study was to examine the effect of e-training and development systems on performance of Quickmart supermarkets in Nairobi City County Kenya. Respondents were therefore asked to indicate their level of agreement with statements on the effect of e-training and development systems on performance of Quickmart supermarket Kenya. Table 4.5 presents summary of the findings obtained.

**Table 4.6: Descriptive Analysis on E-Training and Development Systems**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Our organization has adopted e-training and development systems	3.763	1.041
E-training systems support the use of online seminars in employee training	3.721	0.872
E-training system support the use of video conferencing in employee training	3.682	0.778
E-training and development systems is cost efficient	3.681	0.916
Training through video conferencing enhances employees' skills and knowledge	3.641	0.913
The use of online seminars in training is efficient	3.612	0.872
<b>Aggregate Score</b>	<b>3.683</b>	<b>0.899</b>

The study findings show that the respondents agreed on average that their organization has adopted e-training and development systems (M= 3.763, SD= 1.041); that e-training systems support the use of online seminars in employee training (M= 3.721, SD= 0.872); and that e-training system support the use of video conferencing in employee training (M= 3.682, SD= 0.778). They were also in agreement that e-training and development systems is cost efficient (M= 3.681, SD= 0.916); that training through video conferencing enhances employees' skills and knowledge (M= 3.641, SD= 0.913); and that the use of online seminars in training is efficient (M= 3.612, SD= 0.872). The findings above supported by an aggregate mean of 3.683 (SD= 0.899) show that the respondents agreed that e-training and development systems affect performance of Quickmart supermarkets in Nairobi City County Kenya.

The findings agree with Chatti, Dyckhoff, and Schroeder (2012) conducted a study that revealed the positive impact of e-training on knowledge acquisition, skill development,

and job performance. Similarly, Kamuzora and Magoti (2020) explored the impact of e-learning on employee performance in Tanzania and found significant positive effects, particularly on knowledge acquisition and job performance. These studies provide compelling evidence that supports the conclusion that e-training and development systems play a significant role in influencing the performance of Quickmart supermarkets in Nairobi City County, Kenya.

#### 4.5.5 Performance

The main objective of the study was to establish the effect of human resource information system on performance Quickmart supermarket in Nairobi City County Kenya. Respondents were therefore asked to indicate their level of agreement with statements on performance of Quickmart supermarket Kenya. Table 4.6 presents summary of the findings obtained.

**Table 4. 7: Descriptive Analysis on Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
HRIS helps in providing employee feedback	3.88	0.811
HRIS adoption has helped to improve sales since employee performance is easily monitored	3.766	0.737
Adoption of HRIS has resulted in cost saving in work performance	3.719	0.883
HRIS has improved customer satisfaction in the company	3.691	0.898
HRIS adoption has improved the quality of customer service in the Company.	3.636	0.858
Using HRIS ensures timely employee feedback	3.521	0.746
<b>Aggregate Score</b>	<b>3.702</b>	<b>0.822</b>

From the findings in Table 4.6, the respondents agreed on average that HRIS helps in providing employee feedback (M= 3.88, SD= 0.811); HRIS adoption has helped to improve sales since employee performance is easily monitored (M= 3.766, SD= 0.737); and that adoption of HRIS has resulted in cost saving in work performance (M= 3.719, SD= 0.883). They were also in agreement that HRIS has improved customer satisfaction in the company (M= 3.691, SD= 0.898); that HRIS adoption has improved the quality of customer service in the Company (M= 3.636, SD= 0.858); and that using HRIS ensures timely employee feedback (M= 3.521, SD= 0.746). These findings show that respondents agreed that human resource information system affects performance Quickmart supermarket in Nairobi City County Kenya.

The findings resonate with previous research in the realm of HRIS. For instance, Ogahi (2019) conducted a study in the Nigerian banking sector and discovered that HRIS components, like e-recruitment, significantly impacted organizational performance. Similarly, Njeje (2018) conducted research in Kenyan Sacco's and highlighted the significant effect of HRIS components, such as performance management, on organizational performance. These studies provide substantial support for the conclusion that a human resource information system (HRIS) can indeed have a substantial impact on the performance of Quickmart supermarkets in Nairobi City County, Kenya.

#### 4.6 Diagnostic Tests for Empirical Model

Diagnostic tests were performed to test the assumptions of linear regression. The assumptions tested were normality, multicollinearity, homoscedasticity and linear relationship. In case of violation of the regression assumptions, the confidence intervals as well as other scientific insights derived from the regression model may be regarded as misleading, biased or inefficient and therefore the inferences derived incapable of being generalizable on other data

##### 4.6.1 Normality Assumption

This study used Shapiro Wilk test to determine if the variables follow a normal distribution (Cooper & Schindler, 2016). The null-hypothesis for Shapiro Wilk test is that the population follows a normal distribution therefore, if the alpha level is 0.05 and the p-value is less than 0.05, then the null hypothesis that the data are normally distributed is rejected. If the p-value is greater than 0.05, then the null hypothesis is not rejected since there is enough evidence that the data is not normally distributed.

**Table 4.8: Tests of Normality**

Variable	Shapiro-Wilk		
	Statistic	df	Sig.
E-staffing system	.579	107	.127
E-payroll	.968	107	.607
E-performance management system	.988	107	.988
E-training and development systems	.966	107	.565
Organization performance	.879	107	.427

From the findings in Table 4.7, the results of the analysis shows that all the variables had p-values greater than 0.05 and therefore the variables were normally distributed and hence the data meets the regression analysis assumption of normality of data.

#### 4.6.2 Multicollinearity

Variance Inflation Factor (VIF) was used, which measures multicollinearity in the regression model. The general rule of thumb is that VIF exceeding 5 warrant further investigations, if there are two or more variables that would have a VIF around or greater than 5, one of these variables must be removed from the regression model (Bryman & Cramer, 2018). Table 4.8 presents the findings obtained.

**Table 4.9: Multicollinearity Test Statistics**

Variable	Collinearity Statistics	
	Tolerance	VIF
E-staffing system	.277	3.605
E-payroll	.330	3.028
E-performance management system	.339	2.946
E-training and development systems	.436	2.293
Organization performance	.689	1.451

Since all the VIF values were below 5, it was found that there was no multicollinearity among the independent variables. This implies that the results of the multiple regression equation are not misleading, since the independent variables in the multiple regression equation are not highly correlated amongst themselves.

#### 4.6.3 Heteroscedasticity

Heteroscedasticity is a situation where the variability of a variable is unequal across the range of values of a second variable that predicts it (Vinod, 2008). In this study Heteroscedasticity was tested by performing the Breusch-Pagan /Cook-Weisberg test. Breusch-Pagan / Cook-Weisberg test the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables (Vinod, 2008). Homoscedasticity would be evident when the value of “Prob > Chi-squared” is greater than 0.05 (Park, 2008).

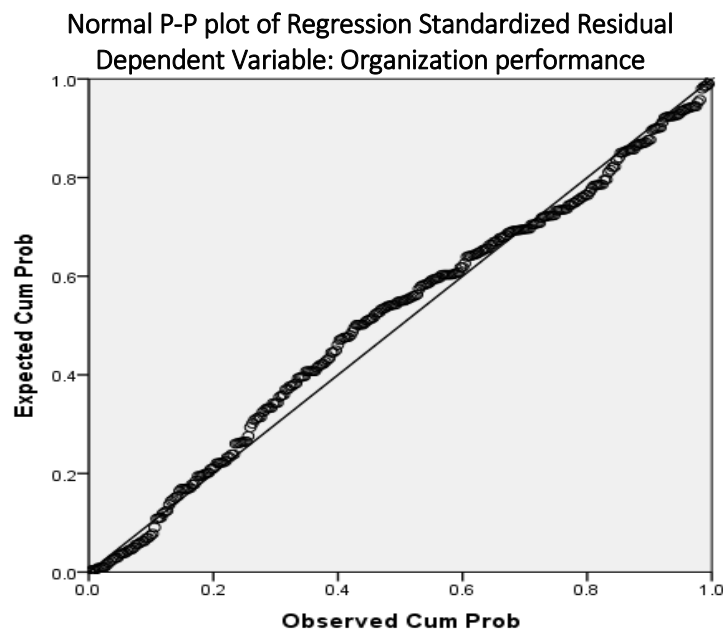
**Table 4.10: Breusch-Pagan / Cook-Weisberg test for heteroscedasticity**

Ho: Constant variance			
Statistics	Df	Stat value	p-value
Chi-squared	4	1.3457	0.3241

The findings in Table 4.9 shows that the constant variance ( $\text{Chi}^2 = 1.3457$ ) is insignificant ( $P = 0.3241$ ). Therefore, there is no instance of heteroscedasticity in the data and therefore multiple regression findings were not misleading.

#### 4.6.4 Linearity Test

One of the other assumptions in regression analysis is that the predictor (independent) variables and predicted (dependent) variable relationships are linear in nature. Linear relationship tends to exist when the values of the dependent variable(Y) and the values of the independent variables (X) are apparently in a straight line when plotted on a graph. The study used scatter plot to test whether the assumption has been met. If the plot, follow a linear pattern when plotted on the x and y axis, it was concluded that the assumption was met.



**Figure 4.4: Linearity Test**

As shown in Figure 4.4, there was a linear structure relationship with the dependent variable and the independent variables. Therefore, linearity test has been met and it is safe to compute regression analysis.

#### 4.7 Inferential Analysis

Inferential statistics facilitate inferences from sample data to population conditions (Mangal and Mangal (2013)). The study used SPSS version 25 to facilitate the analysis of data. The Pearson correlation coefficient was used to assess the extent of the relationship between the independent and dependent variable. Multiple regression was used to examine the effect of human resource information system on organization performance

### 4.7.1 Correlation Analysis

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are  $r = \pm 0.1$  to  $\pm 0.29$  then the relationship between the two variables is small, if it is  $r = \pm 0.3$  to  $\pm 0.49$  the relationship is medium, and when  $r = \pm 0.5$  and above there is a strong relationship between the two variables under consideration. Table 4.10 presents the findings obtained.

**Table 4.11: Correlation Analysis**

		Organization performance	E-staffing system	E-payroll	E-performance management system	E-training and development systems
Organization performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	107				
E-staffing system	Pearson Correlation	.634**	1			
	Sig. (2-tailed)	.000				
	N	107	107			
E-payroll	Pearson Correlation	.562**	.289	1		
	Sig. (2-tailed)	.000	.061			
	N	107	107	107		
E-performance management system	Pearson Correlation	.697**	.172	.193	1	
	Sig. (2-tailed)	.000	.079	.084		
	N	107	107	107	107	
E-training and development systems	Pearson Correlation	.521**	.185	.189	.279	1
	Sig. (2-tailed)	.000	.078	.081	.074	
	N	107	107	107	107	107

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

The strong positive correlation between organization performance and e-staffing systems ( $r = 0.634$ ,  $p < 0.05$ ) suggests that the implementation and effectiveness of e-staffing systems are associated with enhanced performance. This finding is consistent with research by Kim and Ployhart (2014), who studied the effects of staffing practices on firm profit growth and found that selective staffing, which can be facilitated by e-staffing systems, directly influenced firm labor productivity and profit growth. Therefore, the strong correlation between organization performance and e-staffing

systems underscores the importance of effective staffing practices supported by HRIS in contributing to organizational success.

The robust positive relationship between organization performance and e-payroll ( $r = 0.562$ ,  $p < 0.05$ ) indicates that efficient e-payroll systems are linked to improved performance. This finding aligns with studies such as Adekoya and Adeyemi (2020), which highlighted that e-payroll improved accuracy, reduced processing time, and increased employee satisfaction, leading to increased productivity and reduced labor costs. Consequently, the correlation underscores the role of streamlined payroll processes facilitated by HRIS in contributing to better overall performance.

The positive correlation between organization performance and e-performance management systems ( $r = 0.697$ ,  $p < 0.05$ ) implies that effective e-performance management contributes to better performance. These findings are in line with research by Belayneh and Abera (2019), who demonstrated that e-performance management positively influences employee job satisfaction, subsequently impacting performance positively. Therefore, the correlation underscores the significance of well-implemented e-performance management systems in enhancing overall performance.

The strong positive correlation between organization performance and e-training and development systems ( $r = 0.521$ ,  $p < 0.05$ ) suggests that the presence of efficient e-training and development systems is associated with improved performance. This finding resonates with studies such as Chatti, Dyckhoff, and Schroeder (2012), which found that e-training positively impacted knowledge acquisition, skill development, and job performance. Consequently, the correlation underscores the critical role of e-training and development systems in enhancing the overall performance of Quickmart supermarkets in Nairobi City County, Kenya.

#### **4.7.2 Multiple Regression Analysis**

The study aimed to establish the effect of human resource information system on performance Quickmart supermarket in Nairobi City County Kenya. To achieve the objective, the study conducted regression analysis. Using multiple regression analysis, the study examined the combined effect of human resource information system (e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems) on performance of Quickmart supermarkets in Nairobi City

County Kenya. The findings were presented in three tables discussed in sub-sections below.

Model summary was used to establish amount of variation in performance of Quickmart supermarkets in Nairobi City County Kenya that can be explained by changes in e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems.

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 <sup>a</sup>	.687	.674	.44505

a. Predictors: (Constant), E-training and development systems, E-staffing system, E-performance management system, E-payroll

The model summary results in Table 4.11 show that the adjusted R-squared is 0.674 which suggests that 67.4% of all variation in performance of Quickmart supermarkets in Nairobi City County Kenya are explained by changes in e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems. The remaining 31.3% suggests that there are other factors that can be attributed to variation in performance of Quickmart supermarkets in Nairobi City County Kenya that were not discussed in this study. Correlation coefficient (R) shows the relationship strength between the study variables. From the findings the variables were strongly and positively related as indicated  $r = 0.829$ .

To determine the fitness of the model to predict the dependent variable (performance of Quickmart supermarkets in Nairobi City County Kenya), the study conducted an F-test at 95% confidence level. The significance of the study variables was determined based on the P-value of the variable coefficients at 0.05 significance level. The decision in the fitness of the model was accepted if p-values was below 0.05 and rejected if it was above 0.05.

**Table 4.13: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	44.272	4	11.068	55.879	.000 <sup>b</sup>
1 Residual	20.203	102	.198		
Total	64.476	106			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), E-training and development systems, E-staffing system, E-performance management system, E-payroll

The findings in Table 4.12 showed that  $\text{Prob}>F_{4,102} = 0.000$  was less than the 0.05 significance level. This suggested that the model as constituted was fit in predicting performance of Quickmart supermarkets in Nairobi City County Kenya. Further, the F-calculated, from the table (55.879) was greater than the F-critical, from f-distribution tables (2.461) supporting the findings that human resource information system (e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems) can be used to predict performance Quickmart supermarket in Nairobi City County Kenya.

**Table 4.14: Beta Coefficients of Study Variables**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.224	.102		2.196	.021
E-staffing system	.232	.108	.204	2.148	.029
E-payroll	.328	.104	.319	3.154	.002
1 E-performance management system	.226	.088	.229	2.568	.013
E-training and development systems	.329	.092	.358	3.576	.001

a. Dependent Variable: Organization performance

The coefficient for e-staffing system is 0.232 ( $t = 2.148$ ,  $p = 0.029$ ), suggesting a positive association between the use of e-staffing systems and organization performance. This result aligns with Kim and Ployhart (2014), which emphasized the importance of effective staffing practices facilitated by e-staffing systems in enhancing firm labor productivity and profit growth. The positive coefficient indicates that as Quickmart supermarkets in Nairobi City County, Kenya implements and effectively utilize e-staffing systems, their organization performance tends to improve, which is supported by prior research in the field.

The coefficient for e-payroll is 0.328 ( $t = 3.154$ ,  $p = 0.002$ ), indicating a positive and statistically significant relationship between e-payroll and organization performance. This finding is consistent with research such as Adekoya and Adeyemi (2020), which emphasized the positive impact of e-payroll on factors like accuracy, reduced processing time, and increased employee satisfaction, leading to increased productivity and reduced labor costs. Therefore, as Quickmart supermarkets implement efficient e-

payroll systems, their organization performance is likely to improve, which is in line with prior research in the field.

The coefficient for e-performance management system is 0.226 ( $t = 2.568$ ,  $p = 0.013$ ), indicating a positive and significant relationship between e-performance management systems and organization performance. This result corresponds with Belayneh and Abera (2019), which demonstrated that e-performance management positively influences employee job satisfaction, subsequently impacting performance positively. Thus, as Quickmart supermarkets effectively implement e-performance management systems, it is likely to lead to improved organization performance, consistent with prior research in the field.

The coefficient for e-training and development systems is 0.329 ( $t = 3.576$ ,  $p = 0.001$ ), revealing a strong positive and statistically significant relationship between e-training and development systems and organization performance. This outcome is supported by research by Chatti, Dyckhoff, and Schroeder (2012), which found that e-training positively impacted knowledge acquisition, skill development, and job performance. Consequently, as Quickmart supermarkets invest in efficient e-training and development systems, their organization performance is expected to improve significantly, consistent with prior research in the field.

#### **4.8 Qualitative Data**

The study also collected quantitative data through open ended questions. Respondents were asked their opinion on whether e-staffing systems affect performance of their supermarket. In response to this question, supermarket staff acknowledged the significant impact of e-staffing systems on their overall performance. This aligns with the quantitative findings that indicated a positive and statistically significant correlation between e-staffing systems and organization performance. One respondent pointed out, *"Yes, e-staffing systems have greatly impacted our supermarket's performance. It helps us identify the right candidates efficiently, ensuring we have a competent workforce."* This echoes the research by Kim and Ployhart (2014), which emphasized the role of e-staffing systems in enhancing labor productivity and overall firm performance. Similarly, another respondent emphasized efficiency, stating, *"Absolutely, e-staffing streamlines our recruitment process, saving time and resources. This results in a more efficient team, positively affecting our performance."* This efficiency-driven impact of

e-staffing is consistent with the concept that efficient staffing practices can lead to improved performance, as indicated in the literature.

The study also sought to establish respondents' opinions on what ways has e-payroll affected performance of their supermarket. The responses regarding e-payroll systems highlighted their positive influence on supermarket performance, corroborating the quantitative findings of a strong correlation between e-payroll and organization performance. One respondent noted, "*E-payroll has simplified payroll management. It reduces errors, ensures timely payments, and boosts employee satisfaction, leading to improved performance.*" This is in line with the research by Adekoya and Adeyemi (2020), which emphasized the positive impact of e-payroll on factors like accuracy, reduced processing time, and increased employee satisfaction, all of which contribute to improved performance. Another respondent emphasized the reduction of payroll-related issues, stating, "*With e-payroll, we've noticed fewer payroll-related issues. This contributes to a smoother operation, allowing us to focus on improving other aspects of our supermarket.*" This aligns with the idea that streamlined payroll processes contribute to overall operational efficiency and, consequently, better performance.

Respondents were asked their opinion on how e-performance management systems affect performance of their supermarket. The findings showed that the respondents recognized the positive influence of e-performance management systems on their supermarket's performance, aligning with the quantitative findings indicating a strong correlation between these systems and organization performance. One respondent explained, "*E-performance management keeps our employees engaged and motivated. This, in turn, enhances productivity and positively impacts our supermarket's performance.*" This echoes the concept that effective performance management systems lead to employee engagement and, ultimately, enhanced performance. Additionally, another respondent emphasized the role of goal setting and continuous improvement, stating, "*E-performance management helps set clear goals and expectations. It fosters a culture of continuous improvement, ultimately benefiting our supermarket's performance.*" This is consistent with the idea that goal alignment and a culture of improvement positively influence overall performance. It concurs with Belayneh and Abera (2019), which demonstrated that e-performance management

positively influences employee job satisfaction, subsequently impacting performance positively.

The study also sought respondents' opinion on whether e-training and development systems affect performance of their supermarket. E-training and development systems were seen as vital contributors to improved supermarket performance by the respondents. This is in line with the strong correlation found in the quantitative analysis between e-training and development systems and organization performance. One respondent emphasized the value of these systems in equipping staff with essential skills, stating, *"E-training and development are invaluable. They equip our staff with the necessary skills, making them more competent and efficient in their roles. This has a direct positive effect on our supermarket's performance."* This aligns with research such as Chatti, Dyckhoff, and Schroeder (2012), which found that e-training positively impacted knowledge acquisition, skill development, and job performance. Furthermore, another respondent highlighted adaptability, saying, *"E-training and development systems allow us to adapt quickly to changing market trends. Our employees are better prepared, which reflects in our supermarket's overall performance."* This notion aligns with the concept that a skilled and adaptable workforce is essential for responding to market dynamics and maintaining competitive advantage, ultimately impacting performance positively.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of crucial elements, including the research objectives, methodology employed, and the key findings derived from the study. Based on the study findings, the chapter presents conclusion and recommendations of the study as per the study objectives.

### **5.2 Summary**

The general objective of this study was to establish the effect of human resource information system on performance Quickmart supermarket in Nairobi City County Kenya. The study specifically sought to examine how e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems affects performance of Quickmart supermarkets in Nairobi City County Kenya. The study adopted a descriptive research design and targeted employees in the human resource management, information technology and accounting and finance departments in six Quickmart supermarkets in Nairobi City County were selected from central region, eastern region, northern region, north eastern region, southern region, and western region.

The study collected primary data using a structured questionnaire. Descriptive statistics and inferential statistics were used in analysis. Descriptive statistics included mean, standard deviation, frequencies and percentages while inferential statistics included correlation analysis and regression analysis. Pearson correlation coefficient was used to assess the extent of the relationship between the independent and dependent variable. Multiple linear regression was used to examine the effect of human resource information system on organization performance. Significance of the variables were determined using p-values at 0.05 level of significance.

The study found a significant relationship between the implementation of e-staffing systems and the performance of Quickmart supermarkets in Nairobi City County, Kenya. The research demonstrated a strong positive correlation, indicating that as e-staffing systems became more integrated into the supermarket's human resource processes, there was a subsequent improvement in performance. Respondents echoed these findings, overwhelmingly agreeing that e-staffing systems had a positive

influence on their supermarket's performance. They emphasized that these systems streamlined recruitment processes, leading to time and resource savings.

The study also revealed a significant and positive correlation between the implementation of e-payroll systems and the performance of Quickmart supermarkets. Respondents echoed these findings by emphasizing that e-payroll systems significantly simplified the complex task of payroll management. The reduction of errors and the assurance of timely payments were key benefits identified. Importantly, this operational efficiency translated into higher employee satisfaction, ultimately contributing to improved supermarket performance.

The study further identified a robust and positive correlation between the implementation of e-performance management systems and the performance of Quickmart supermarkets. Respondents provided valuable insights into the ways in which e-performance management systems positively affected their supermarket's performance. They emphasized that these systems kept employees engaged and motivated, which, in turn, led to enhanced productivity and overall positive effects on supermarket performance. Furthermore, e-performance management systems were seen as pivotal in establishing clear goals and fostering a culture of

Finally, the study found a significant and positive correlation between the implementation of e-training and development systems and the performance of Quickmart supermarkets. Respondents underlined the crucial role of e-training and development in equipping staff with essential skills, making them more competent and efficient in their roles. This enhanced competence directly contributed to improved supermarket performance. Additionally, e-training and development systems were recognized for their role in facilitating adaptability to changing market trends.

## **5.3 Conclusion**

### **5.3.1 E-Staffing Systems**

In conclusion, the study findings indicate that the implementation of e-staffing systems has a significant and positive impact on the performance of Quickmart supermarkets in Nairobi City County, Kenya. The efficient recruitment processes facilitated by these systems save time and resources, ultimately contributing to a more competent and efficient workforce. The positive correlation observed between e-staffing systems and

supermarket performance underscores the importance of technology-driven staffing practices in enhancing organizational success.

### **5.3.2 E-Payroll**

The study's findings conclude that e-payroll systems play a vital role in improving the performance of Quickmart supermarkets. These systems simplify payroll management, reduce errors, and ensure timely payments, resulting in higher employee satisfaction. The study's positive correlation between e-payroll and supermarket performance reaffirms the significance of technology-driven payroll processes in boosting organizational effectiveness.

### **5.3.3 E-Performance Management Systems**

The study also concludes that e-performance management systems have a substantial and positive influence on the performance of Quickmart supermarkets. These systems foster employee engagement and motivation, leading to enhanced productivity and a culture of continuous improvement. Clear goal setting and effective performance monitoring contribute to improved supermarket performance, emphasizing the critical role of technology-driven performance management in organizational success.

### **5.3.4 E-Training and Development Systems**

The study concludes that e-training and development systems play a significant role in enhancing the performance of Quickmart supermarkets. These systems equip employees with essential skills, making them more competent and adaptable to changing market dynamics. The positive correlation observed between e-training and development systems and supermarket performance underscores the significance of a skilled and adaptable workforce in achieving organizational excellence.

## **5.4 Contributions to Knowledge**

This study makes a substantial contribution to the body of knowledge by delving into the impact of Human Resource Information Systems (HRIS) in the context of the retail sector, specifically focusing on Quickmart supermarkets in Nairobi City County, Kenya. While HRIS has been extensively studied in various organizational settings, there exists a research gap when it comes to its implications for supermarkets. By addressing this gap, the study extends the understanding of HRIS and how its components can enhance the performance of supermarkets in a competitive market

environment. This study offers valuable insights into how HRIS impacts performance within this specific and dynamic setting. Consequently, the findings can be particularly useful for supermarkets and retailers operating in similar emerging market contexts, offering them actionable insights based on real-world evidence.

Furthermore, the study offers specific insights into the contributions of different HRIS components, including e-staffing systems, e-payroll, e-performance management systems, and e-training and development systems. This allows for a nuanced understanding of how each of these components influences supermarket performance. Such specific insights can guide practitioners in making informed decisions about which HRIS components to prioritize based on their organizational needs and objectives.

In addition to its empirical contributions, this research also offers practical implications for Quickmart supermarkets and similar organizations in the retail sector. The study's recommendations and insights provide a roadmap for these organizations to strategically leverage HRIS to enhance their overall performance, streamline their operations, and remain competitive in a rapidly evolving market landscape.

Furthermore, this research bridges the gap between HRIS research and practical application. By providing evidence-based insights into how HRIS can be strategically employed to improve performance, the study enhances the connection between academic theory and real-world practice. This alignment is crucial for enabling organizations to make informed decisions and optimize their HRIS investments.

Lastly, the study lays the groundwork for future research endeavors in the field of HRIS and its impact on performance, particularly within the retail sector in emerging markets. It encourages scholars to explore related dimensions and variables to gain a more comprehensive understanding of HRIS implications in various contexts.

### **5.5 Recommendations and Policy Implications**

To maximize the effectiveness of e-staffing systems within Quickmart supermarkets and similar retail establishments, several recommendations and policy implications emerge. Firstly, Quickmart should consider investing in advanced e-recruitment tools that streamline the candidate selection process. These tools can expedite sourcing,

screening, and selection, ensuring that the right talent is brought on board efficiently. Moreover, integration with the broader Human Resource Information System (HRIS) is vital. A policy should be implemented to ensure seamless data flow between these systems, enhancing HR analytics and decision-making. Continuous training programs should be offered to HR professionals and hiring managers, keeping them updated on the latest e-staffing tools and strategies. Lastly, regular evaluations of e-staffing systems should be conducted to identify areas for improvement and customization, aligning these systems with the unique staffing needs of the supermarket.

Effective e-payroll management is crucial for Quickmart's operational efficiency and employee satisfaction. The study recommends expanding e-payroll systems to cover all aspects of payroll management, including deductions, benefits, and tax compliance. This expansion should be guided by a clear policy that sets out the scope and objectives of the e-payroll system. Additionally, data security measures should be put in place, and a data privacy policy should be enforced rigorously to safeguard sensitive payroll information and ensure compliance with data protection regulations. A policy on employee training should be established, emphasizing the importance of understanding and navigating the e-payroll system, which can reduce errors and enhance overall satisfaction. Furthermore, regular audits of the e-payroll system should be conducted to identify and rectify any errors promptly, ensuring accuracy and compliance.

Quickmart can enhance its performance management through several policy recommendations. Firstly, it should define clear performance objectives and Key Performance Indicators (KPIs) within the e-performance management system. This ensures that individual and team goals align with the organization's objectives, facilitating a more coherent performance evaluation process. A policy on feedback mechanisms should be implemented to encourage ongoing performance discussions and coaching within the system. Training and support programs should be introduced to educate managers and employees on effectively utilizing the e-performance management system, emphasizing its role in career development and skill enhancement. Lastly, regular reviews of the e-performance management system should be mandated by policy to ensure that it remains aligned with Quickmart's evolving needs and performance expectations.

For e-training and development systems, Quickmart should focus on enriching the learning experiences of its employees. To achieve this, a policy recommendation includes offering a wide range of comprehensive e-learning content that covers both technical and soft skills relevant to the retail industry. Customization of e-training programs to align with specific job roles and responsibilities should be a key policy directive, ensuring that the training is relevant and engaging. To continuously improve the e-training system, feedback loops should be incorporated, allowing employees to provide insights into the effectiveness of training modules and areas for improvement. A policy encouraging a culture of continuous learning should be fostered, motivating employees to take advantage of e-training opportunities for skill development and career advancement.

### **5.6 Suggestions for Further Research**

This study sought to establish the effect of human resource information system on performance Quickmart supermarket in Nairobi City County Kenya. The study was limited to four HRIS which are e-staffing, e-payroll, e-performance and e-training and development. They explained 68.7% of all variation in performance of Quickmart supermarkets in Nairobi City County Kenya. The study thus recommends a study to be conducted on other factors that can explain the remaining 31.3% variation in performance. These factors may include aspects such as employee motivation, customer satisfaction, and market dynamics, among others. Understanding these unexplained variables can contribute to a more comprehensive understanding of supermarket performance within the context of HRIS.

Furthermore, this study exclusively focused on Quickmart supermarkets in Nairobi City County, Kenya. To enhance the applicability and generalizability of the research findings, it is recommended that future studies extend their scope to encompass other retail sectors beyond Quickmart. By doing so, researchers can facilitate comparisons and draw broader conclusions about the impact of HRIS on the retail industry's performance. This broader perspective can provide valuable insights for retail organizations beyond Quickmart, aiding them in optimizing their HRIS strategies for improved performance and competitiveness.



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## APPENDICES

### Appendix I: Introduction Letter

Dear Participant,

My name is **SALLY MINYOSO OKANDA** and I am a student at the Kenyatta University, pursuing a degree of masters of business administration in human resource management. As part of the course requirements, I am supposed to carry out research. My study is on the effect of **HUMAN RESOURCE INFORMATION SYSTEM AND PERFORMANCE OF QUICKMART SUPERMARKETS IN NAIROBI CITY COUNTY KENYA.**

I am therefore inviting you to participate in this research study by completing the attached questionnaire. The questionnaire will require approximately 5 to 10 minutes to complete.

Copies of the project were provided to my university for examination purposes and the collected data were destroyed completely after the data analysis, presentation, and clearance to the university. Please answer all questions as honestly as possible and return the completed questionnaires promptly. The data collected was treated with utmost confidentiality.

Sincerely,

SALLY MINYOSO OKANDA

## Appendix II: Questionnaire

Kindly tick appropriately in the provided spaces.

### Section A: Demographic Information

1. Kindly indicate your gender  
 Male (      )                      Female (      )
2. How long have you been working in the organization?  
 1-4 years (      )  
 5-8 years (      )  
 9-12 years (      )  
 Above 13 years (      )
3. Which is your department in the organization?  
 Human resource (      )  
 Information technology (      )  
 Finance (      )  
 Sales (      )

### Section B: E-Staffing Systems

4. What is your level of agreement on the following statements about the effect of e-staffing systems on performance of Quickmart supermarket Kenya? Using the scale 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree.

Statements	1	2	3	4	5
Our organization has adopted the e-staffing system					
The e-staffing system enhances employee selection process in the organization					
E-staffing has assisted the organization to attract the right staff for the job					
E-staffing allows potential candidates to apply for jobs in the organization					
E-staffing promotes recruitment of employee through an online system					
E-staffing has helped the organization to recruit talented employees					

5. Do e-staffing systems affect performance of your supermarket?

.....  
 .....  
 .....  
 .....

**Section C: E-Payroll**

6. What is your level of agreement on the following statements about the effect of e-payroll on performance of Quickmart supermarket Kenya? Using the scale 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree.

	1	2	3	4	5
Our organization has adopted the e-payroll system					
E-payroll system helps the organization to customize its pay slips					
E-payroll system used to determine pay based on work done					
E-payroll ensures efficiency in payroll preparation					
E-payroll helps in the storage of payroll information for future use					
E-payroll ensures accuracy in the calculation of bonuses, allowances and expenses					
E-payroll helps in the automation of the payroll register					
E-payroll helps in increasing productivity of our staff					

7. In what ways has e-payroll affected performance of your supermarket?

.....  
 .....  
 .....  
 .....

**Section D: E-Performance Management Systems**

8. What is your level of agreement on the following statements about effect of e-performance management systems on performance of Quickmart supermarket Kenya? Using the scale 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree.

Statements	1	2	3	4	5
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The organization has adopted e-performance management systems					
E-performance management system enhances monitoring of employee performance					
E-performance management system enhances the measurement of employee performance					
E-performance management system helps in the management of employee performance					
E-performance management system enhancing decision making in regard to employee performance					
E-performance management system ensures effectiveness in measuring performance					

9. In your opinion how do e-performance management systems affect performance of your supermarket?

.....

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.....

.....

**Section E: E-Training and Development Systems**

10. What is your level of agreement on the following statements about the effect of e-training and development systems on performance of Quickmart supermarket Kenya? Using the scale 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our organization has adopted e-training and development systems					
E-training system support the use of video conferencing in employee training					
Training through video conferencing enhances employees' skills and knowledge					
E-training systems support the use of online seminars in employee training					
The use of online seminars in training is efficient					
E-training and development systems is cost efficient					

11. In your opinion do e-training and development systems affect performance of your supermarket? Explain.

.....

.....

.....

.....

**Section F: Performance**

12. To what level do you agree with the following statements on performance of Quickmart supermarket Kenya? Using the scale 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree.

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Adoption of HRIS has resulted in cost saving in work performance					
HRIS adoption has helped to improve sales since employee performance is easily monitored					
HRIS adoption has improved the quality of customer service in the Company.					
HRIS has improved customer satisfaction in the company					
HRIS helps in providing employee feedback					
Using HRIS ensures timely employee feedback					


**THANK YOU FOR YOUR PARTICIPATION**

### Appendix III: List of QuikMart Supermarkets in Nairobi County

1	Quickmart Buru Buru	Buru Buru Phase 3, Mumias Rd.	0700-55-55-66
2	Quickmart Chaka	Argwings Kodhek Rd, Nairobi	0700-44-44-33
3	Quickmart Crossroads Karen	Lang'ata Road, Nairobi	0714-66-00-66
4	Quickmart Donholm	Outering Rd, Nairobi	0701-222-999
5	Quickmart EBP	Eastern By-Pass, Nairobi	0715-40-40-40
6	Quickmart EBP 2	Eastern By-Pass, Nairobi	0700-88-33-33
7	Quickmart Embakasi	Road to Utawala Academy, Nairobi	0700-55-22-22
8	Quickmart Fedha	Fedha road, Nairobi	0701-43-43-43
9	Quickmart Jipange	Thika road, Nairobi	0700-68-68-68
10	Quickmart Kahawa Sukari	Kahawa sukari avenue, Nairobi	0716-47-47-47
11	Quickmart Kahawa West	Kahawa station road, Nairobi	0701-38-38-38
12	Quickmart Kikuyu Road	Kikuyu road, Nairobi	0702-15-15-15
13	Quickmart Kileleshwa	Mandera road, Nairobi	0715-412-412
14	Quickmart Kilimani	Kilimani road, Nairobi	0799-33-00-88
15	Quickmart Lavington	Gitanga road, Nairobi	0798-20-20-20
16	Quickmart Mfangano	Hakati road, Nairobi	0700-55-55-88
17	Quickmart Mombasa Road	Mombasa road, Nairobi	0748-00-11-00
18	Quickmart OTC	Landhies Road, Nairobi	0700-358-358
19	Quickmart Outering	Outer Ring Road, Nairobi	0701-22-22-26
20	Quickmart Pioneer	Moi Avenue, Nairobi	0719-22-55-11
21	Quickmart Pipeline	Outer Ring Road, Nairobi	0701-22-22-28
22	Quickmart Roysambu	Kamiti Road, Nairobi	0700-83-83-83
23	Quickmart Ruai	Kangundo Road, Nairobi	0700-500-005
24	Quickmart Thome	Marurui, Northern Bypass	0707-80-88-08
25	Quickmart T-Mall	Mai Mahiu Road, Lang'ata	0727-88-00-88
26	Quickmart Tom Mboya	Tom Mboya Street Nairobi	0700-444-455
27	Quickmart Utawala Express	Eastern By-Pass, Nairobi	0701-39-39-39
28	Quickmart Utawala Main	Eastern By-Pass, Nairobi	0701-42-42-42
29	Quickmart Waiyaki	Waiyaki Way, Nairobi	0799-18-18-18
30	Quickmart Westlands	Ring Road, Parklands	0717-963-963

## APPENDIX IV: APPROVAL OF RESEARCH PROPOSAL

3

  
KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)  
Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

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Internal Memo

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FROM: Dean, Graduate School  
DATE: 13<sup>th</sup> October, 2023

TO: Sally Minyoso Okanda  
C/o Business Administration Dept.  
REF: D53/20048/2021

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SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

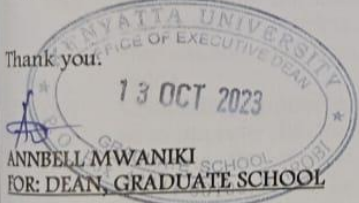
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This is to inform you that Graduate School Board at its meeting of 11<sup>th</sup> October, 2023 approved your Research Project Proposal for the M.B.A Degree Entitled, "Human Resource Information System and Performance of Quickmart Supermarkets in Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you:

  
ANNBELL MWANIKI  
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Felistus Makhamara  
C/o Department of Business Administration  
Kenyatta University

## APPENDIX V: RESEARCH AUTHORIZATION

**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)  
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P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

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Our Ref: D53/ 20048/2021 DATE: 13<sup>th</sup> October, 2023

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,


**RE: RESEARCH AUTHORIZATION FOR SALLY MINYOSO OKANDA – REG. NO. D53/20048/2021**

I write to introduce Ms. Sally Minyoso Okanda who is a Postgraduate Student of this University. She is registered for M.B.A degree programme in the Department of Business Administration.

Ms. Okanda intends to conduct research for a M.B.A Project Proposal entitled, “Human Resource Information System and Performance of QuickMart Supermarkets in Nairobi City County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

  
**PROF. ELISHIBA KIMANI**  
**DEAN, GRADUATE SCHOOL**

