

**EXTENT OF ADOPTION OF ELECTRONIC HUMAN RESOURCE
MANAGEMENT IN KENYA COMMERCIAL BANK**

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DECLARATION

This research project is my original work and has not been submitted to any other university or institution for examination.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I sincerely dedicate this work to my parents Mr. and Mrs. Lucky Ogunde and Mary Ogunde, and my siblings Erick, Linnet, Sharon and Brian, not forgetting My Daughter Kaylee and husband Mr. Agang. Who have been my pillar of strength. They have been giving me support towards this journey of pursuit of knowledge.

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To God be the Glory.

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ABSTRACT

The management of human resource services has become a critical origin of organizations cutthroat advantage. Organizations have not fully adopted electronic human resource management in their operations in as much as they are aware that electronic human resource management can speed human resource mutation into a more crucial actor within the organization and facilitate the focus of the staff on crucial personnel management and less of administration work. The study therefore sought to determine the extent of adoption of electronic human resource management in Kenya Commercial Bank. It adopted a case study design and used semi-structured questionnaires to collect primary data. The target population comprised of 400 employees working with the Kenya Commercial Bank from which a sample size of 120 respondents were selected. Descriptive statistics was used to analyze the data that was collected. Findings were presented using tabulated tables, pie charts, bar graphs, percentages and frequency distributions. Kenya Commercial bank has adopted human resource management to a great extent. Wireless networking virtual teams such as groupware for data processing, record keeping and information retrieval and dissemination for decision making have been adopted by Kenya Commercial Bank. Electronic human resource management reporting is used to facilitate harmonious information sharing. It found that Kenya Commercial Bank has increased their online job advertisements on corporate web sites and internet job boards, online curriculum vitae databases, different forms of electronic applications, applicant management systems, and corporate skill databases. The study concluded that performance appraisal process is planned at the bank and this has allowed feedback to be given in a formal way as opposed to informal way. The bank has a broad resource base that enables it achieve a strategic re-adaptation for instance shifting from conventional human resource management towards electronic human resource management. The study recommended that Kenya commercial banks should adopt electronic human resource information system since it provides updated quality information. The study also recommends that there is need for the commercial banks in Kenya to invest in technology and training as this will effectively enhance their adoption of electronic human resource information systems. There is need for non-financial institutions to be included in the coming studies because they also need to use electronic human resource management.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Assuredly, the breakneck progress in science and technology notably the use of Information Technology has facilitated tremendous developments to our economy (Hooi, 2012). Organizational progress is heavily reliant on the adoption of these new developments in all areas of the company. As a result of the advance in technology that has been embraced at a swift pace, information technology performs a crucial part in the administration of different organizational functions specifically in the human resource section. A surge in competition and fast economical gains have made room for the business environment to make expansive technological applications and advancement in every functional sections of the human resource administration. Practioners and researchers in the human resource field have been challenged to re-think the accomplishment of organizational objectives by way of embracing integrated systems known as electronic human resource management. The growth in organizational size and business volumes requires the generation of appropriate human resource reports and employee information management which has compelled business firms to embrace the electronic management of their human resource function (Jackson, 2011).

Financial institutions in most developed countries that engage in cutthroat business environments have made it a core mandate of top management to outsmart their rivals through cutting-edge innovative processes and products (Morall, 2011). In the Unites States, electronic human resource management systems were first used by firms in the 1950's, around the same time that computers were introduced in businesses. Companies

used these systems to efficiently process huge amounts of data and also to comply with tax and wage regulations. At the close of the 20th century, other legislations like “Equal Employment Opportunity, the Occupational Safety and Affirmative Action” among others resulted to a surge on the United States firms to collect, keep, administer and avail remarkable amount of employee data. In response to such demands, the first generation of information systems geared toward human resources were developed (Ruel and Bondarouk, 2014). Australian business firms are generally at the forefront in embracing since change management remains to be a critical determinant in the achievement of a vibrant human resource technology. On the other hand, Indian organizations have led the pack in embracing the human resource aligned help desk (Morall, 2011). As premier outsourcing firms serving the rest of the world, majority of these firms being premier outsourcing firms employ this technology on their employee data base and their client companies. Finally South Asia firms lag behind compared to other regions in embracing business intelligence applications, while outsourcing a great portion of this work to Indian Financial Services Companies (Morall, 2011).

In Africa, Mali was both the pioneer and beneficiary of the electronic human resource management initiatives having companies in information and technology, business process outsourcing and retail banking fields with tens of thousands of employees. However, even conventional fast moving consumer goods companies have not been left behind. A majority of non-information technology companies have also embraced the managing of human resource electronically (Jenkins and Lloyd, 2011). Electronic human resource management has been widely used in Kenya since the late 1990’s. The technology has evolved over time. During the 1990s, it was the major frame type which

was employed in preparation of the payroll and Government accounts. Towards the end of 2000's and the beginning of 2010's, word processing was done using the microcomputers. The client servers became operational in the 1990's which facilitated information exchange and online business undertakings (Wachira, 2010). Electronic human resource management has been employed in value addition to organizations through enhancing the efficiency of business services, office support and the productive time of employees and in providing alternative delivery mediums such as physical meeting, internet or the use of telephone (Wachira, 2010). This shows that even with the existent of electronic human resource management, most organizations in Kenya employ human resource information systems to carry out very mundane tasks at a very basic level.

The major impediment facing firms is the creation of a management method and mindset that will enhance their capacity in handling of daily obstacles and opportunities (Jenkins and Lloyd, 2011). Employee management and information technology constitute the two elements that a majority of organizations have adopted as strategic arsenals to remain competitive. In a report on human resources information system, Carpenter (2010) explain that for the human resource function to take the next leap in its progress, information technology has to be incorporated into its framework development, it will have to integrate with information technology. According to Kariznooe et al. (2012), human resource professionals and researchers had anticipated more human resources input into the decision-making activity and in boosting the application of computer technology in compilation and analysis of human resources data. They further argue that

excellence in human resources will be determined through the application of information strategically.

The study is anchored in Adaptive Structuration Theory which was found by DeSanctis and Poole in 1994, Social Systems Theory was developed by Ludwig von Bertalanffy in 1956 and Innovation Adoption Theory. Adaptive Structural Theory gives the standard basis whereby the interconnection between progressive information technologies, social frameworks, and human synergy is explained. Social Systems Theory be regarded as a field of systems thinking and Innovation Adoption Theory argues that embracing of a novel idea is made possible through human interactions and interpersonal webs.

The adoption prepay system by Kenya commercial bank was to automate their human resource functions from the manual system as a unit (Kenya Commercial Bank, 2014). The management information system is a unit within the human resource department. The human resource management information system keeps records, staff training, maintaining records, staff transition, discipline and compensation.

1.1.1 Concept of Adoption

Adoption follows a sequence of developmental stages such as entry, use and institutionalization. Venkatesh et al. (2003) describe an end user's purpose in using a system and the resulting user conduct and provision of instruments for management to ascertain the possibility of the success of system introduction and to recognize the drivers of acceptance in order to come up with strategies, which include, training. However, there are users who may be unwilling to accept and apply the brand new systems.

There are various best practices to put into consideration when putting systems in place. These include; thorough examination of the prevailing environment, including the political and power movements, budgetary priorities, the position of financial accounts, information communication technology infrastructure, and human capital. Whether the aim is the enhancement of the quality and probity of financial information, enhancing of effectiveness of budget implementation, there is need to clearly state whatever you desire to achieve and seek support of top management commitment. (Ernest and Young, 2015).

There are factors that promote or strengthen favorable adoption of information and communication technology projects. Initiators are the determinants that promote or strengthen the favorable adoption of information and communication technology projects. These include vision and strategy, donor and government support, pressure from without, rising citizens' anticipations, technological advancements, upgrading and worldwide integration. DeLone and McLean (1992) introduced a complete naming system hence making improvements to the advances of the information systems and subdivided success indicators into six main categories: system quality, information quality, use, user satisfaction, individual impact and organizational impact.

1.1.2 Electronic Human Resource Management

Electronic human resource management has been defined as “a way of implementing human resource strategies, policies and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels” (Noe and Gerhard, 2012) or the most recent and broad definition “the (planning, implementation, and) application of information systems for both correspondence and

collateral officers in their mutual performance of human resource routine practices” (Strohmeier, 2014). Electronic human resource management can be employed in business activities such as those that involve daily duties, keeping of records, conventional human resource management roles such as recruitment, selection, training, reward and performance management; and transformative activities that increase financial worth of the organization (Thite and Kavanagh, 2011), and may be employed in managing human resources for the entire period that the employee works for an organization

Electronic human resource management differs not only in the areas of which it is applicable but even in the extent of refinement associated with it (Martinsons, 2012). The progress of web-based technology has made it possible for organizations to offer services expressly to staff and managers using the self-service frameworks. Through the years, we witnessed a drift in the transmittal of routine human resource management practices from an aspect that is “labour intensive” to “technology-intensive” whereby a large proportion of routine duties are currently accomplished by use of various software as opposed to conventional HR staff. (Florowski and OlivasLujan, 2011).

1.2 Kenya Commercial Bank, Kenya

Kenya Commercial Bank is a banking services provider with its headquarters in Nairobi County, Kenya. In 1970, the Government of Kenya took full ownership by purchasing its shares hence controlling Kenya’s largest commercial bank. However, over the years the government has traded off its shareholding in the bank remaining with only with 23%, as of December 2008 (Ambira and Kemoni, 2011). Kenya commercial bank has an electronic human resource management system which is referred to as prepay and was

purchased in 1999. The management information system is a unit within the human resource department in Kenya Commercial Bank Limited (Mbuvi, 2010). The human resource management information system within Kenya Commercial Bank Limited, has several functions like record keeping, bio-data related to staff, information related to organizational structure, transition of staff, maintaining records related to staff compensation, information on training and development of staff within the organization, leave management and other functions related to staff information (Mbuvi, 2010).

1.3 Research Problem

The management of human resource services has become a critical origin of organizations cutthroat advantage. Since the start of the information age, organizations are increasingly working towards adopting electronic human resource management in their work processes (Foot and Hook, 2013). On the contrary, Nyakoe (2013) argues that it's not length of time as to how often human resource information system should be upgraded but a matter of functionality. According to Keebler and Rhodes (2012), organizations have not fully adopted electronic human resource management in their operations in as much as they are aware that electronic human resource management can speed human resource mutation into a more crucial actor within the organization and facilitate the focus of the staff on crucial personnel management and less of administration work.

Kenya commercial bank adopted a prepay system in year 1999 to automate their human resource functions from the manual system. Despite the automation of data, there have been problems on accuracy and timely data from the human resource department. The

bank has been faced with a plethora of challenges including lack of an updated reward system and an inefficient bio-data system which affects decisions on career development in Kenya commercial bank (Kenya Commercial Bank, 2014). The extent of its adoption is not well known given that there are challenges facing the espousal of computerized human resource management. The realization of computerized human resource management at Kenya commercial bank has not been comprehensively investigated (Cheruto, 2015). This led to the investigation of the extent to which Kenya commercial bank has adopted electronic human resource management in its operation.

Electronic business related studies undertaken in the world include Chong (1999), Coopers (1999), Chang and Hyung (2000), Tan and Teo (2000) and Clark et al. (2001) which focus more on human resource management information systems in general but not on electronic human resource management in particular. Although research into the accession and application of computerized human resource management has grown in many countries worldwide and studies are now emerging in Kenya on the same, the focus of interest has been more on critical factors of electronic banking espousal (Ochieng, 1998), (Turban et al., 2002) users' satisfaction with use (Musembi, 2001), but not on the adoption of electronic human resource management by Kenya commercial bank. Studies by Sang (2001), Mugunda (2001) and Abwao (2002), may not be expected to fully explain the uptake of electronic human resource management for one reason; Havner (2013) argues technologies are universal and that problems in their implementation stem from social and organizational factors rather than the technology itself. This suggested that factors cited in electronic human resource management research from other environments did not reflect the influence of a possibly unique Kenyan environment on

embracement of computerized human resource management. This research therefore, sought to provide answers to the question: to what extent has Kenya Commercial Bank adopted electronic human resource management?

1.4 Objective of the Study

To determine the extent of adoption of electronic human resource management in Kenya Commercial Banks.

1.5 Value of the Study

The report of the study was of great importance to human resource professionals as it shed light on the value of adopting better electronic human resource management. The findings also supported the importance of continued monitoring of electronic human resource management to leverage their effects in maximizing benefits for the organizations.

Furthermore, scholars and researchers may have used the research recommendations for reference as a foundation for additional research. The findings of this study acted as a spring board for future researchers who may wish to conduct further studies on area of electronic human resource management.

The findings of this research were of beneficial to electronic human resource management policy makers. The findings acted as a guide when developing or formulating policies on human resource management for easy adoption in organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews all the information relevant to the study variables. The chapter outlines the theories that anchor the study. It review literature on human resource management, computerized human resource management and the adoption of electronic human resource management.

2.2 Theoretical Foundation of the Study

This study was grounded by theories which include Adaptive Structuration Theory, Social Systems Theory, Innovation Adoption Theory and The Resource Based View Theory.

2.2.1 Adaptive Structuration Theory

Adaptive Structuration Theory was found by DeSanctis and Poole in 1994. The theory assumes that information systems and organizations are interrelated. Adaptive Structuration Theory is important to modern organizations because of the effects of technological advancements more so human-computer interaction aspect of Adaptive Structural Theory and the effects on sociobiological motivated structuration in security software applications (Desanctis and Poole, 1994). Adaptive Structural Theory proposes the prototypical through which the synergy between progressive information technologies, social structures, and human cooperation is expounded, and which centers on the social frameworks, regulations, and resources made available by information technologies as the foundation for human activity.

Adaptive Structural Theory considers organizations as networks of communication. Individuals can initiate a group through communication. The expectations of every member of the group are expressed and as soon as rules are set or the framework begins to emerge (Desanctis and Poole, 1994). The individuals become part of the group by through accepting the laid down regulations. As interactions continue through communication, any apparent limitations become noticeable. The members of these groups can alter the rules to conform to their desired objectives. As new members come in, new resources are acquired in solving challenges, changes in circumstances, the group tries to maintain its stability through changing its framework. Through this way, Adaptive Structural Theory reveals how groups can undergo transformations while maintaining stability. Assuredly, in the absence of communication, organizations will disappear. (Desanctis and Poole, 1994).

DeSanctis and Poole in their research embraced Giddens' theory on how firms and groups applied information technology and branded it Adaptation Structuration Theory. This theory is at logger heads with the primary application of technology rather stressing the social elements. Firms and groups making use of information technology actively develop views concerning over the part played and the usefulness of technology and the way of integrating it to their daily duties. These views differ from one group to another and have an effect on the manner in which the managing of human resources is embraced thus, its impact on Kenya Commercial Bank's organizational performance (Desanctis and Poole, 1994).

2.2.2 Social Systems Theory

In 1956, Ludwig von Bertalanffy formulated the Social Systems Theory. This theory can be appropriately be viewed as a forte of systems thinking. This theory provides an alternative to hypothetical background of the management of human resources electronically (Ball, 2011). Upon outlining the benefits of applying the social theory as a fundamental hypothetical view, the foundation of this theory is that regarding systems or structures as machines. In organizations with non-enclosed systems, there is a presence of several leaders who are available to absorb information, deliberate on it and then act on it. Entities and subgroups create and exit alliances. Restrictions are non-defined porous and non-stable. However, for the continual existence of the system, there must be a shuffling of resources with the surrounding for continual existence (Beadles-II, 2015).

Modern human resource management robotizes and decentralizes continuous administrative and naturalization practices conventionally undertaken by Human Resource departments of organizations allowing for outsourcing of their non-core duties (Akhtar et al., 2014). Through this, electronic Human Resource Management creates room for substantial cuts in costs related with performing human resource functions in addition to evaluating the significance maintaining core human resource duties. Notwithstanding, electronic Human Resource Management also presents human resource experts recourse to facilitate their input to the strategic vector of the organization (Beadles-II, 2015).

First, by robotizing and decentralizing many of the core human resource duties to supervisors, electronic Human Resource Management creates more time for human

resource experts to concentrate on crucial strategic duties for instance leadership amelioration and talent nurturing (Lengnick-Hall *et al*, 2013). Secondly, Human Resource Management offers a chance for the human resource function to act a more decisive part through the fructifying of metrics that can be applied to enhance critical decisions thus boosting the success of an organization.

2.2.3 Innovation Adoption Theory

Admittedly, electronic Human Resource Management has been thoroughly scrutinized in various studies seeking to evaluate its various elements including embracing of novelty. Human Resource Management in a firm will encounter hitches in its operation if the electronic human resource management is not adopted properly. Diffusion which goes past the dual-step flow assumptions, focusing on the factors that enhance or inhibit the chances of novelty, product or procedure that will be embraced by adjuncts of a given mindset. Embracing of novel ideas is occasioned by human synergy through social links. In case one person embraces an idea, and it's deliberated with two other persons, it's then passed to others, the resulting expansion is binomial. The diffusion of innovation premise forecasts that both the media and mutual associations offer information and affect sentiments and prudence. Researching on how novelty develops, Ambira and Kemoni (2011) asserted that four steps are involved: innovation, distribution (communication), duration and the results. The information is channeled through linkages. The type of these networks and the part played by opinion shapers in the process is determinant as to whether the new invention will be embraced or not (Broderick and Boudreau, 2012).

The propagation of any novelty, either tangible products, procedures or theories has been equated to the dissipation of one fluid throughout another fluid till there is uniformity in mixing. According to Ambira and Kemoni (2011), all individuals who come into contact with the new innovation must decide as to whether they will embrace or cast aside the new invention. To some individuals there is immediacy while others take time to examine the innovation before accepting it. Different evaluations of the various aspects of electronic Human Resource Management have been undertaken in a bid to understand it better with an exception of its adoption. The operation of Human Resource Management cannot be effected without hitches if the electronic human resource management is not adopted properly. The electronic human resource management has to be well adopted by the organization in order to boost its performance.

2.3 Human Resource Management

Human resource management is defined as the procedures that affect workers' capabilities, impetus and achievement (Noe et al., 2011). Human Resource Management enables firms to achieve the set organizational objectives and competitiveness by achieving the expected employee accomplishment (Armstrong, 2013). Competent human resource management delineates progressive companies from intermittent companies (Marchington and Wilkinson, 2015). It's quite evident that practical routines in Human Resource Management determine whether an organization meets its desired objectives and competes effectively through attaining expected employee attainments.

Any firm desiring to attain outstanding exceptional performance outcomes and continuous aggressiveness should measure its attainments and competitiveness to thriving

organizations. Any tasks which are practiced to enhance skill, competencies, satisfaction, commitment and performance of human resource and form a mindset in the firm for attaining the firm's objectives that can be referred to as human resource tasks. Human resource tasks can bring about gratification, impetus, enhanced knowledge and loyalty of a company's workers providing the organization with in an upper hand in business. Human Resource Management practices vary from firm to firm. The Human Resource Management practices is made in reference to the package of activities that are geared at all human resource aspects and making sure resources in their entirety are applied in achieving of a company's goals(Wright and Snell, 2011).

Huselid (2012) argued that Human resource management routines present a medium through which organization can apply in modeling their workers mental outlook and habits. This is due to the fact that Human Resource Management practices create circumstances for workers to be closely connected and putting in more effort to achieve organizational objectives. The senior managers are now of the opinion that investing in human development is the most suitable method of increasing organizational performance in a conventional cutthroat and cost cutting business environment. Assuredly, there will be an increased organizational performance when organizations realize that human resources are the most important assets they possess. (Pfeffer, 1998).

2.4 Electronic Human Resource Management

As a consequence of increased application of information technology in banking practices, human resource practitioners have got used to the use of information frameworks in carrying routine activities from as the beginning of 1980s. Electronic

Human Resource Management as a complete infrastructure addresses a broad perspective of the human resource department practices. Normally, electronic Human Resource Management is comprised of some applications such as labor force planning, supply and demand projections, staffing details, applicant qualifications, information on training and development, salary projections, pay rise, labor/employee relations, promotion-related information among others.

According to the United Nations (2003), the progress of Internet in terms of access, usage and business applications has caused most global business enterprises to transform for electronic business with electronic human resource management budgets estimated to have risen as much as 11% in 2002. The report further notes that the impact of information communication technology in modern organizations can be realized through enhanced information exchange which leads to knowledge transmittance in addition to successful organization. An excerpt of the study quotes, “ information communication technology have become critical instruments for enhancing the production capacity and improving their capability to compete internationally through scaling down of operational cost, increasing effectiveness of management practices and enhancing transfer of availability of more volumes of information” (Voermans and van Veldhoven, 2014).

In considering China as regards to electronic Human Resource Management , studies tend to be inclined to embracing of electronic Human Resource Management in local (Xin, 2010) or electronic Human Resource Management execution obstacles in government -owned firms (Zhang and Wang, 2006). The Chinese regulatory context for electronic human resource management formulating the nationwide statutes that improve and curtail various practices has undergone great transformations over the years (Dezalay

and Garth, 2011). In 2008, the enactment of new labor regulations caused anxiety that the enhancements meant to shield employees from erratic dismissal will surge expenditures by adding obligations for termination pay (Chen and Funke, 2009) increasing the human resource burden.

Furthermore, “communist hukou system” (the registration of households) has had a significant effect on Human Resource Management routine procedures. This registration is the lawful basis for recognition, and any person will not be able to get a legit perpetual residence, advantages or entitlements anywhere apart from the place of birth that is dully registered (hukou). Organizations must submit hukou data to the Chinese authorities (Wang, 2005). Xue *et al.* (2005) asserts that the most ambiguous fuse of electronic Human Resource Management systems is hence the capability to produce the required documents in line with the local authorities and central government specifications (Dezalay and Garth, 2011). Although study reveals that human resource management in China’s standard is below top management objectives and is connected with management duties, extensive studies provide a progressive perspective of an improved critical role, encompassing the gradual use of Western-like Human Resource Management routine procedures (Sumelius, 2009). Electronic human resource management practice application in China is faced with lots of obstacles because of the absence of qualified staff, Information Technology framework, highly technological and opinion convolution and differences between Western and Chinese administration routine procedures.

In Ghana, large companies have started to implement electronic human resource management in the past 5 years (Jahan, 2014). On the contrary, in Bangladesh, the enforcement of electronic Human Resource Management is still a preserve of bigger

firms. Smaller firms and public companies have not reaped the advantages of electronic Human Resource Management and have not taken any measures to espouse the system. So, the adoption decision and implementation of electronic human resource management can hence be considered to be a leading edge in Ghana. Similar to other nations, firm size, organizational culture and organizational resources are a few of the factors that influence human resource leaders for implementing electronic human resource management in Bangladesh (Bamel et al., 2014).

According to Njogu (2003), adoption of electronic human resource management in Kenyan banks have led to better financial management, customer service, locking in customers, gaining market intelligence, generating new businesses, product development, telemarketing, training among other organizational functions and operations. Richards (2002) argues that the embracing of Information and Communications Technology comes with enormous benefits including cost reduction, speed up decision making and service delivery, minimize corruption, increase the capacity of an organization, improve quality of decision making and service delivery and streamline business processes and re-engineering initiatives. He further argued that these benefits would in turn improve the lives of workforce and catalyze cultural changes that improve business operations.

2.5 Adoption of Electronic Human Resource Management

A firm's size has a huge influence on electronic human resource management. The bigger the firms, the more sophisticated and specialized are the tasks. The size of a firm plays a critical part in demonstrating the magnitude and the form of human resource usual procedures in an organization. Research conducted by Strohmeier (2014) and Troshani et

al. (2011) in the United States of America revealed that the size of an organization, and auxiliary organizational framework such as skilled staff are critical factors in proper innovation embracement. Furthermore, they discovered that senior managers backing is critical in embracing of systems in organizations. In their study in Canada, Hausdorf & Duncan (2014) discovered no substantial variations between small and medium enterprises and bigger firms in applying websites as an instrument for recruiting. Their research is established on experimental observation from an audit carried out in 175 firms in Canada of different sizes. Despite the fact that divergent observations concerning the sizes of organizations have been arrived at, it is not justifiable to abandon the debate that bigger organizations are generally well endowed resource wise in comparison to small firms. Because of this we can still make an assumption that organizational capacity affects the electronic human resource management adoption decision in the emerging market setup.

Hall (2011) carried out a study in South Africa and found that adoption of firm size influences the outcome of electronic human resource management. The bigger a firm is the greater the probability of embracing technology in Human Resource Management. This is because bigger organizations have a broad resource base that enables them achieve a strategic re-adaptation for instance shifting from conventional Human Resource Management towards electronic human resource management (Gravana et al. 2010). However, focusing specifically on the adoption of electronic recruitment, no support was found for firm size to be influential on the adoption of technology (websites) for recruitment (Hausdorf and Duncan, 2014).

Laumer *et al.* (2010) studied electronic human resource management in an electronic business environment among 144 human resource managers from Kenyan top 1000 corporations. Their survey results revealed that human resource managers' most pressing challenges are staff retention and internal and external employer branding. They concluded the importance for an electronic human resource management that needs to be both effective-adequately fill vacancies and efficient make full use of rare resource. Furthermore, Strohmeier and Kabst (2014) examined the factors that affect the cross-national organizational adoption of electronic human resource management in Kenya. They found that electronic human resource management is a common practice throughout Europe since two-thirds of all organizations have already applied electronic human resource management. They also found that major determinants of electronic human resource management adoption are size, work organization, and configuration of human resource management.

Indeed, human resource management routine procedures advance with the increase in organizational capacity (Kotey and Sheridan, 2004). Adoption of electronic human resource management which is complete computerization enhances performance and exactness of human resource management in large firms, however, there exists little documented information on smaller firms' use of electronic Human Resource Management. Nowadays, electronic Human Resource Management is still at its burgeoning stage where the firms' size influences whether an organization adopts electronic Human Resource Management (Ball, 2011). Nevertheless, the drift of computerization in management is likely to reduce the variations in application of electronic Human Resource Management between small and large companies.

The culture of an organization significantly influences the adoption of electronic Human Resource Management in an organization. Gopalakrishnan (1999) also stresses that an organization's culture has to match a country's culture in order for an organization to be successful. Thus, most companies are being influenced by the national culture they operate in. Hall (2004) in his study in Europe suggests that cultural mindset affect the rate of embracing of modern technologies. He explained that cultural mindsets concerning risk for instance affect the route of innovation application. National cultures, which are more inclined to risk-taking, are more likely to embrace the current technology. On the same strength, Parker, Dekimpe, and Sarvary (2010) argues that homogeneous social structures are quick in espousing innovations in comparison to their heterogeneous counterparts, since their shared concern does not form decision-making barriers. In a specific view, Panayotopoulou et al. (2012) pointed out that a change-directed organizational mindset plays a critical part in the successful implementation of electronic human resource management. Likewise, Florkowski and Olivias-Lujan (2011) state that human resource departments operating in an innovation favorable backgrounds are much likely to adopt human resource- information and communication technologies.

BondaroakRuel and Vander Hijden (2009) did a study in Nigeria and found that electronic human resource management use was strongly associated to views of general human resource management efficiency in supervisors and employees. Panye et.al. (2009) suggested that responses to an online performance management structure were more compared to paper versions. Marler (2009) claimed that human resource department with an administrative bearing were to a greater extent likely to possess efficiency goals for electronic human resource management considering those that already work as

strategic partners to senior management were more likely to have strategic goals. Perry and Tyson (2011) studied a case study on electronic human resource management qualitative aspects based on interviews with senior human resource practitioners and human resource users of electronic human resource management, as well as managers and employees. 70 interviews and 5 focus groups were undertaken by researcher. He traced out goals and achievement of electronic Human Resource Management goals as well as factors affecting the realization of electronic Human Resource Management goals.

The availability of resources and finances has been suggested as factors that determine the successful adoption of electronic human resource management. The more available the resources are, the greater the success rate of a novice technology implementation. This is equally true for both organizational and country level (Parker et al., 2010). Lau and Hooper (2013) argue that sufficient budgets and financing are critical determinants in the successful electronic human resource management adoption. The presence of an advanced information technology framework such as hardware, software, networks, and human prowess is critical for the building of electronic human resource management systems. The connection between the quality of information technology framework and the advance of sophisticated information systems has been sufficiently expounded in information system literature (Karimi, et al., 2011).

A study by Chatfield and Yetton (2010) in Germany found that highly embedded information systems, employees of a firm interact more often, share classified information, and group tackling of problems online. These employees to a great extent discern each other's online communication, data, information, and knowledge exchange

and can grasp quickly the context and the significance of the data, information, and knowledge exchange. Moreover, when information systems are highly embedded in an organization, then employees can perceive almost naturally the way and what is required to automate various human resource management processes in an organization and the necessary adjustments required in their work procedures, processes, and social systems to make the transition to electronic human resource management systems smooth and successful (Chatfield and Yetton, 2010).

Panayotopoulou et al. (2012), based on their electronic human resource management study in Botswana, discovered that reduction of cost does not play a crucial part in electronic human resource management adoption, because the investment in electronic human resource management does not present short-term, but rather long-term financial benefits. This line of thought suggests again that organizations should have sufficient finances for the fruitful implementation of electronic human resource management innovations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the framework of the research methodology that will be applied in this research. It focuses on the research design, data gathering methods and concludes with the data analysis and presentation methods that will be applied in this research.

3.2 Research Design

This research study adopted a case study design. This design was used since the research involves a thorough examination the firm's adoption of electronic human resource management. As Ngechu (2004) states, the use of case study comes in handy when an in thorough investigation of a single group, company or circumstances is required.

3.3 Data Collection

This study used semi-structured questionnaire to collect primary data from respondents. The questionnaire was administered using drop and pick later method. The target respondents comprised of 100 project managers, 210 human resource employees and 90 information technology staff. The target respondent was chosen because the project managers head departments that use electronic human resource management. The target respondents were 400 employees working with the Kenya Commercial Bank. Due to their level of involvement in the implementation of electronic human resource management, only 120 of the staff comprised of the respondents. These constituted 30% of the respondents as recommended by Borg and Gall (2003) and Mugenda and Mugenda (2003) recommend that a sample size of 10% to 30% is appropriate for a population of

less than 10000 employees. Babbie (2004) suggests that if the targeted population is small (less than 10000 members), a minimum sample of 20% is adequate.

3.4 Data Analysis

Descriptive statistics was used to analyze the data that were collected. Findings were presented using tabulated tables, pie charts, bar graphs, percentages and frequency distributions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section covers response rate, respondents' demographics and the extent of adoption of electronic human resource management.

4.2 Response Rate

The response rate was 80% of the total sample size (table 4.1). This was in tandem with Cooper and Schindler (2003) who argued that response rate exceeding 30% of the total sample size provides enough data that can be used to generalize the characteristics of a study problem as expressed by the opinions of few respondents in the target population.

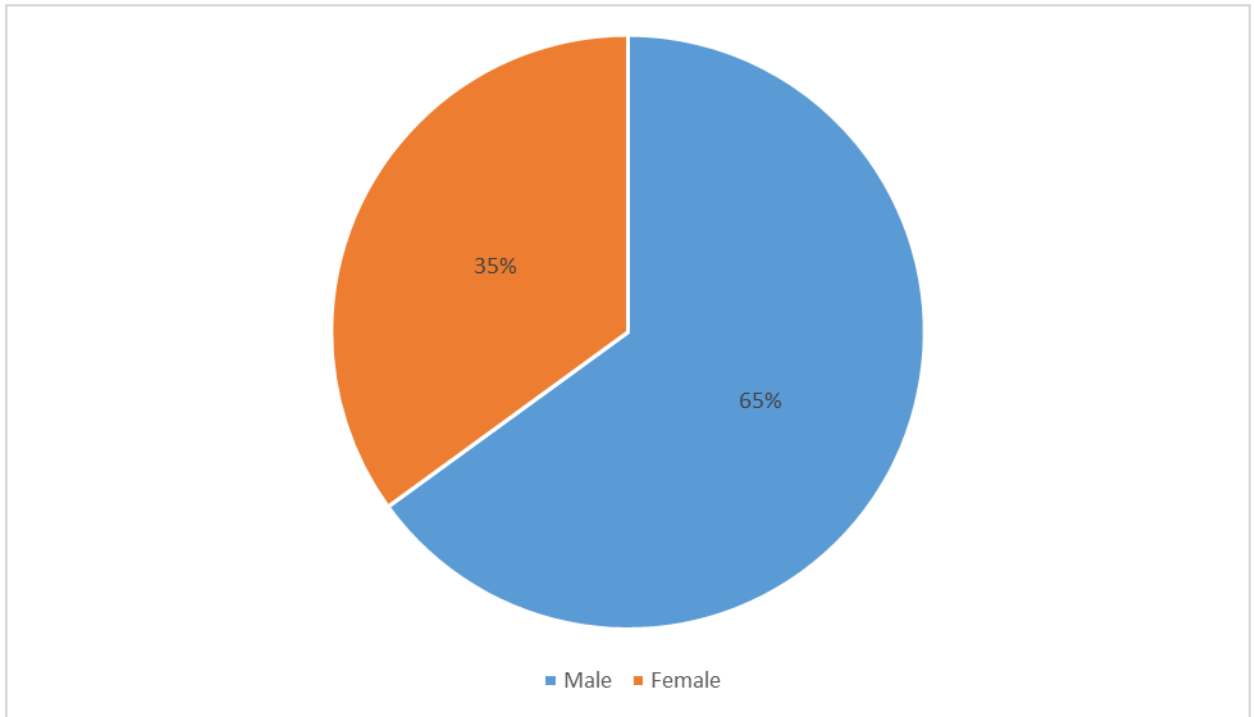
4.3 Demographic Characteristics of the Respondents

The respondents profile in terms of gender, age, and work duration, level of education, position held and type of electronic human resource management was covered.

4.3.1 Gender of the respondents

Out of 320 respondents, a total of 208 were male, this was a proportion of 65%, while 112 respondents were female representing 35%. The percentage is representative of the population since majority of Kenya Commercial Bank branch employees are male.

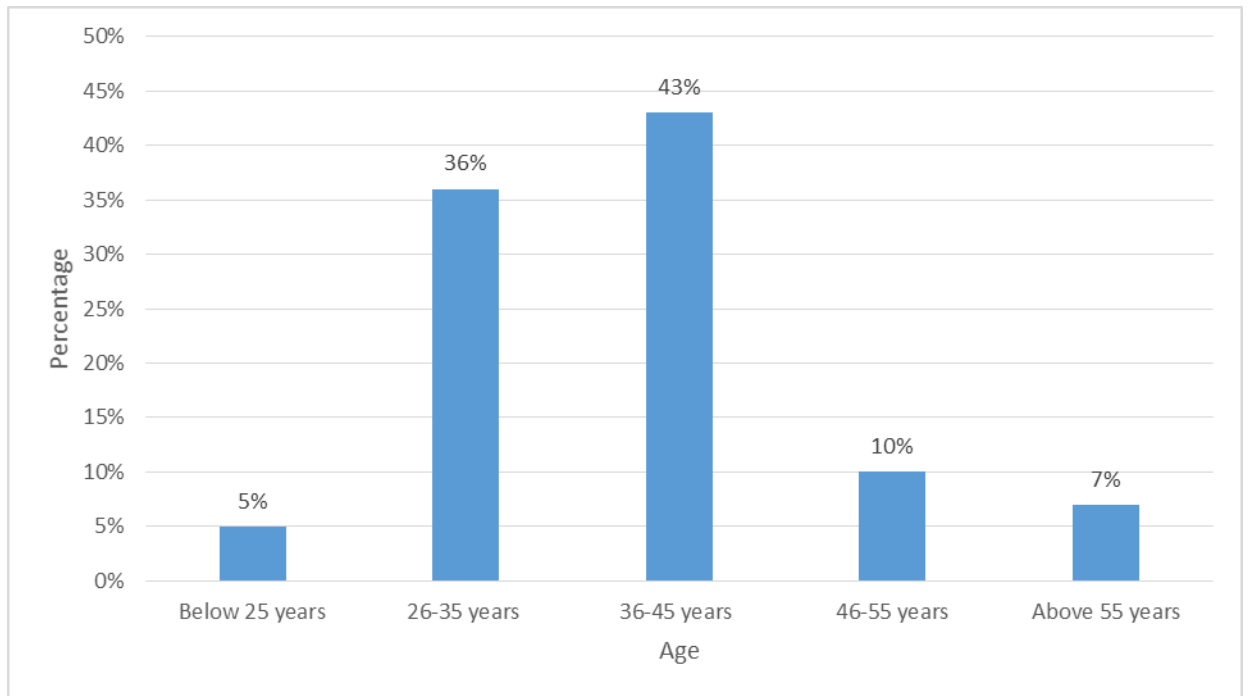
Figure 4.1: Gender of the Respondents



4.3.2 Age Distribution of the Respondents

Majority of the respondents (43%) stated that they were of the ages between 36-45 years, 36% of the respondents indicated that they were aged between 26-35 years. Furthermore, most of the respondents (10%) indicated that they were aged between the age of 45-55 years while 7% and 5% of the respondents indicated that they were aged above 55 years and below 25 respectively. These findings therefore stipulate that most of the employees at Kenya Commercial Bank were aged between 36-45 years. The distribution of age shows that it followed a normal distribution with the mode age group being the age group of employees ranging between 36 to 45 years.

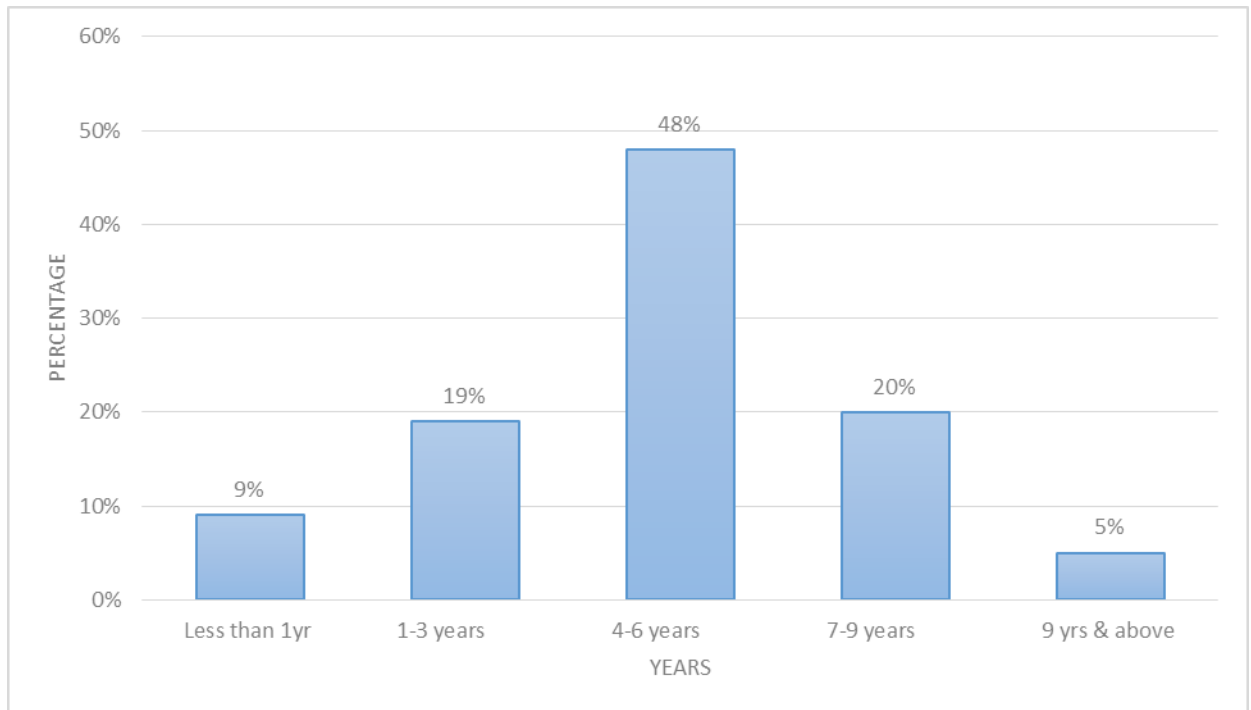
Figure 4.2: Age Distribution of the Respondents



4.3.3 Length of Service of the Respondents

Majority of the respondents (48%) had worked in the bank for 4-6 years, 20% and 19% had worked in the bank for 7-9 years and 1-3 years respectively. Majority of the respondents (9%) confirmed that they had been with the bank for less than 1 year while a smaller percentage (5%) had worked in the bank for 9 years and above. The findings indicate that most employees had worked for a period of 4-6 years.

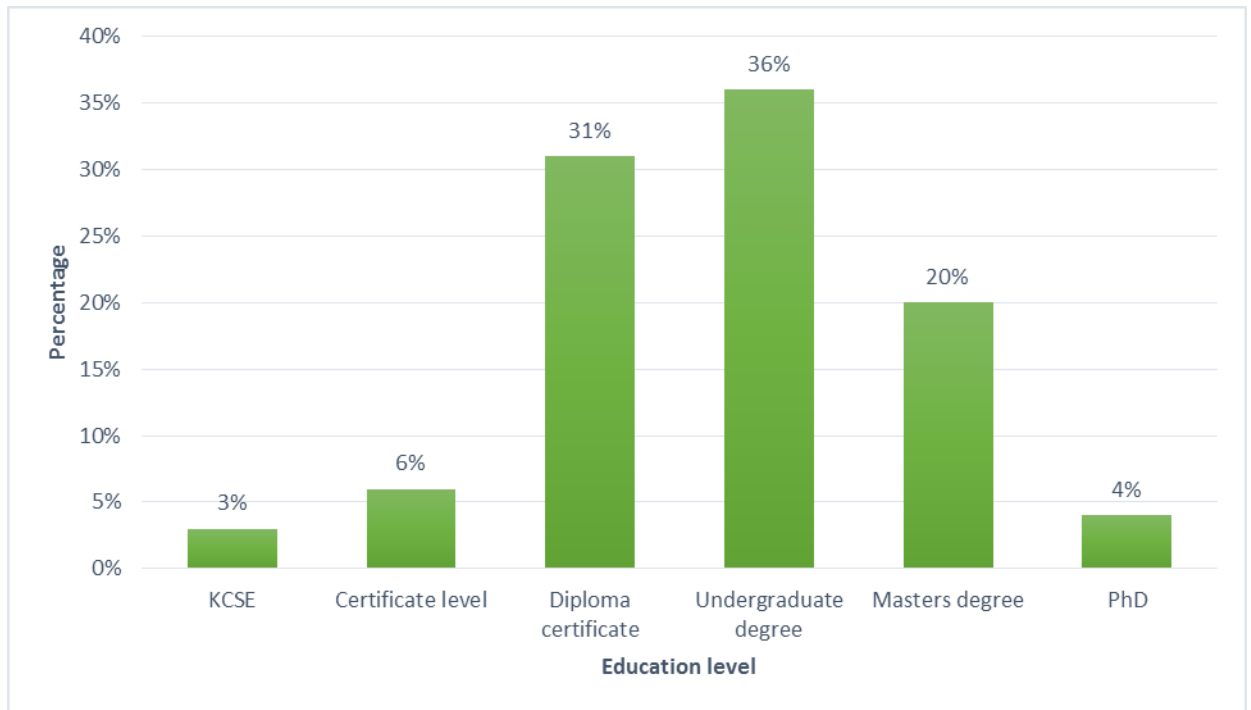
Figure 4.3: Length of Service of the Respondents



4.3.4 Highest Level of Education of the Respondents

Majority of the respondents (36%) had attained undergraduate degree as their highest level of education and while 31% of the respondents indicated that they had obtained diploma certificate as their highest level of education. Furthermore, most of the respondents (20%) indicated that they had obtained masters degree as their highest level of education while 6%, 4% and 3% indicated that they had obtained certificate level, Doctor of Philosophy and Kenya Certificate of Secondary Education as their highest level of education. This implies that most Kenya Commercial Bank employees had obtained bachelors as their highest level of education hence had broader knowledge on extent of adoption of electronic human resource management.

Figure 4.4: Highest Level of Education of the Respondents



4.3.5 Position Held in the Bank by the Respondents

Majority of the respondents (36%) constituted of tellers, 32% held positions as cashiers, 20% of the respondents were branch managers while 12% held position as managers. The findings imply that the number of tellers in Kenya Commercial Bank was higher when compared to other positions.

Figure 4.5: Position Held in the Bank by the Respondents



4.4 Extent of Adoption of Electronic Human Resource Management

Kenya Commercial Bank has adopted electronic human resource management to a great extent having an average mean of 3.66. The adoption has made the bank conduct transparent online recruitment and selection process. Online selection has provided better-quality candidates and has delivered more employees and employers report that online recruitment made it easier to find the right candidate. Candidates themselves are increasingly choosing this medium to search for jobs. Online employee evaluation has also been done through electronic human Resource management at the bank. Online recruitment continues to expand and the bank is now combining more traditional methods with online recruitment by using printed adverts to refer jobseekers to an internet vacancy. Advanced electronic human resource management tools and techniques are

fully used during the recruitment and selection process. The benefits of online recruitment to employers include the speed, reduced administrative burden and costs, and no geographical limits. The benefits to applicants are that it is easier, faster and more convenient to post a CV or search a job site online than to read a selection of printed media (Whitford, 2003).

Electronic human resource management reporting has facilitated harmonious information sharing at the bank. The analysis confirms that the bank use electronic human resource management system such as wireless networking virtual teams such as groupware for data processing, record keeping and information retrieval and dissemination for decision making. This result is in line with the results of Ngai and Wat (2006) and Ulrich (2007) and Delone and Mclean (2012) who indicates that previous studies show that human resource information system has very important role to play in saving cost for record keeping. With a mean score of 4.25, the respondents agreed to a moderate extent that electronic human Resource management network is used to connect all the branches of the bank in a central location.8000009909

Electronic human resource management has led to speed and accuracy of salary calculation at the bank. It forecasts the future demand for employees and estimate the supply available to meet that demand in order to avoid having too many employees on the payroll. If supply of employees is forecast to be greater than demand, human resource management system has to plan for a reduction of the workforce. Performance appraisal for evaluation purposes has been made easy and simple since the bank can examine how well an employee is performing in his or her job. Performance appraisal process is planned at the bank and this has allowed feedback to be given in a formal way as opposed

to informal way. The bank has also been able to appraise its employees in fair manner and give timely feedback formally.

Human resource practitioners in Kenya Commercial Bank have become more strategic. The bank has a broad resource base that enables it achieve a strategic re-adaptation for instance shifting from conventional human resource management towards electronic human resource management. However, focusing on the adoption of electronic recruitment as a recruitment strategy, the bank has found it influential on how free and fair selection is done.

Electronic human resource management has improved underlying business processes at the bank. The bank has embraced Information Communication Technology and has come up with enormous benefits including cost reduction, speed up decision making and service delivery, minimize corruption, increase the capacity of an organization, improve quality of decision making and service delivery and streamline business processes and re-engineering initiatives.

Employee communication has been improved at the bank through online systems adopted by the electronic human resource management. Human resource department is operating in an innovation favorable backgrounds and hence able to adopt human resource-information and communication technologies. Kenya Commercial Bank has been able to reduce cost spent on transactional tasks. Administrative human resource information system such as cost reduction in human resource department has improved matters relating to electronic human resource management adoption. This concurs with Wixom and Todd (2005) who posit that with respect to employee demand and supply forecasting, training needs analysis and post training evaluation, deciding when training and skill

development is required, post training evaluation, forecasting staff training needs, improving training processes, decreasing training expenses and decreasing time spent on training in the bank. Ascertained usefulness is limited to how individuals believe that applying a system would improve their job performance (Wixom and Todd, 2005).

The bank is able to facilitate homogenous social systems to enable all bank departments' work in harmony. When information systems are highly embedded in a an organization, then employees can perceive almost naturally the way and what is required to automate various human Resource management processes in an organization and the necessary adjustments required in their work procedures, processes, and social systems to make the transition to electronic human Resource management systems smooth and successful (Chatfield and Yetton, 2010). The bank also gives the current data that is useful to staff related decision making. Therefore the findings show that at Kenya Commercial Bank, electronic human Resource management reporting is used to facilitate harmonious information sharing. Richards (2002) argues that the embracing of information communication technology comes with enormous benefits including cost reduction, speed up decision making and service delivery, minimize corruption, increase the capacity of an organization, improve quality of decision making and service delivery and streamline business processes and re-engineering initiatives.

Majority of the respondents indicated that Kenya Commercial Bank had put in place more job opportunities on their website and other online job boards, online curriculum vitae databases, various types of electronic applications, applicant management systems, and corporate skill databases. Most of the respondents also stated that the bank should provide information system aided workflows for the contracting phase. As such, an

effectives system will add value to the organization; hence an effective system must have positive influence on users' behavior. Furthermore, an efficient human resource management structure enables companies to deal with matters related to human resource adequately. This assists the employees deliver an acceptable quality of services, in spite of the challenges within and without the organization. A robust human Resource management structure assists organizations give more priority to their organizational and business plans while efficiently administering the variations inherent in their daily operations. Human Resource management assists in attracting and maintaining competent staff, assists staff and management in embracing to organizational change, and allows the application of technology in determining how and where a job is performed.

The comprehensive view of the part played by electronic human resource management in enhancing the improvement of efficacy and integration of human resource section into a more strategic role is missing in the bank. It's therefore not surprising that the respondents concur that Kenya Commercial Bank should put more advertisements of their jobs on their website in addition to other online job sites, online curriculum vitae databases, various forms of electronic applications, applicant management systems, and corporate skill databases.

However Kenya commercial Bank have adopted electronic human resource management to a great extent the human resource department have not adopted the use on employee health and safety, compliance and employee job exit therefore they should adopt all these areas into their electronic human resource management.

Table 4.1: Extent of Adoption of Electronic Human Resource management

Statements on Adoption of Electronic Human Resource management	Mean	Std. Deviation
Transparent Online recruitment & selection process has been adopted within Kenya commercial bank	3.50	0.051
The selection process is done online for all new employee applicants	3.22	0.780
Advanced electronic human Resource management tools & techniques are used during the recruitment and selection process	3.43	1.293
Electronic human Resource management reporting is used to facilitate harmonious information sharing	4.55	1.068
Electronic human Resource management network is used to connect all the branches of the bank in a central location	4.25	0.876
Electronic human Resource management tools are used to provide current information that is beneficial to employee related decision making	2.08	0.661
Electronic human Resource management tools are essential to the role of human resource practitioners becoming more strategic	4.11	0.947
Electronic human Resource management is used to facilitate homogenous social systems to enable all bank departments' work in harmony	3.12	1.001
Employee evaluation is done online through electronic human Resource management	3.44	1.187
Electronic human Resource management is used for speed and accuracy of salary calculation	4.23	0.812
Performance appraisal for evaluation purposes is done through electronic human Resource management	4.20	0.368
Electronic human Resource management is used to improve underlying business processes	3.98	0.754
Employee communication system is through online systems adopted by the electronic human Resource management	3.65	0.118
Electronic human Resource management activities reduce cost spent on transactional tasks	3.51	0.800
Average Mean	3.66	

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter succinct presentation of findings of the research generated from data analysis. The conclusion is drawn in line with the objective of the study. It then gives recommendation and finally gives suggestions for further studies.

5.2 Summary of Findings

The study revealed that Kenya Commercial bank has adopted human resource management to a great extent. Wireless networking virtual teams such as groupware for data processing, record keeping and information retrieval and dissemination for decision making have been adopted by Kenya Commercial Bank. The study found that at Kenya Commercial Bank, electronic human resource management reporting is used to facilitate harmonious information sharing. It also found that administrative human resource information system such as cost reductions in human resource departments were the factors that Kenya Commercial Bank uses to improve in matters relating to electronic human resource management adoption. Kenya Commercial Bank has increased their online job advertisements on corporate web sites and internet job boards, online curriculum vitae databases, different forms of electronic applications, applicant management systems, and corporate skill databases.

The study found that an effectual human resource management structure enables the bank to deal with human resource matters adequately. It found that a robust human resource

management system assist the bank prioritize its organizational and business plans while efficiently handling the adjustments in its daily operations. Furthermore, the study found that human Resource management assists in attracting and maintaining qualified staff, helps staff and management in adapting to organizational change, and enables the application of technology to decide on the manner and the location of the job.

5.3 Conclusion

The study concluded that performance appraisal process is planned at the bank and this has allowed feedback to be given in a formal way as opposed to informal way. The bank has a broad resource base that enables it achieve a strategic re-adaptation for instance shifting from conventional human resource management towards electronic human resource management. The bank has embraced ICT and has come up with enormous benefits including cost reduction, speed up decision making and service delivery, minimize corruption, increase the capacity of an organization, improve quality of decision making and service delivery and streamline business processes and re-engineering initiatives. Kenya Commercial Bank uses electronic reporting to its employees. This has led to cost reductions in human resource departments and improvement to matters relating to electronic human resource management adoption.

5.4 Recommendations

The study recommends that Kenya Commercial Bank should adopt electronic human resource information system as it was found to give updated quality information. The study also recommends that there is need for the commercial banks in Kenya to invest in

technology and training as this will effectively enhance their adoption of electronic human resource information systems.

5.5 Suggestions for Further Research

There is need for future research to include other banks that were not sampled in this study. Private Banks should also be studied in the same study area. Another possible area of study would be on the factors that affect the performance of banks other than electronic human Resource management adoption or implementation especially on aspects of human capital.

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APPENDIX: QUESTIONNAIRE

Please complete the questionnaire to the best of your knowledge by filling in the blanks where space is provided or by ticking (√) against the most appropriate answer.

Section A: Demographic Data

1. Gender of the respondent

Female () Male ()

2. What is your age bracket?

Below 25 years ()

26-35 years ()

36-45 years ()

46-55 years ()

Above 55 ()

3. How long have you worked for the bank?

Less than 1yr ()

1-3 years ()

4-6 years ()

7-9 years ()

9 yrs & above ()

4. What is your highest level of education?

KCSE ()

Certificate level ()

Diploma certificate ()

Undergraduate degree ()

Masters degree ()

PhD ()

5. What is your position in the organization?

Manager ()

Branch Manager ()

Cashier ()

Teller ()

Other, specify _____

6. Indicate the type of electronic human resource management that has been adopted in your unit/department (*Tick where appropriate*).

Bluetooth technology e.g. HTML ()

Wireless networking Virtual teams e.g. groupware ()

Telecommunications e.g. internet ()

Video Conferencing ()

VSAT technology e.g. cable, CCTV

()

Section B: Extent of Adoption of Electronic Human Resource Management

7. Please indicate the extent to which you agree or disagree with the following statements which show the extent of adoption of electronic human resource management at the bank. Use Likert Scale where; 5-Great Extent, 4-Moderate Extent, 3-Neutral, 2-Low Extent and 1-No Extent

Statements	1	2	3	4	5
Transparent Online recruitment & selection process has been adopted within Kenya commercial bank					
The selection process is done online for all new employee applicants					
Advanced Electronic Human Resource Management tools & techniques are used during the recruitment and selection process.					
Electronic Human Resource Management reporting is used to facilitate harmonious information sharing					
Electronic Human Resource Management network is used to connect all the branches of the bank in a central location					
Electronic Human Resource Management tools are used to provide current information that is beneficial to employee related decision making.					
Electronic Human Resource Management tools are essential to the role					

of human resource practitioners becoming more strategic.					
Electronic Human Resource Management is used to facilitate homogenous social systems to enable all bank departments' work in harmony.					
Employee evaluation is done online through Electronic Human Resource Management					
Electronic human resource management is used for speed and accuracy of salary calculation					
Performance appraisal for evaluation purposes is done through Electronic Human Resource Management					
Electronic Human Resource Management is used to improve underlying business processes.					
Employee communication system is through online systems adopted by the electronic human resource management.					
Electronic Human Resource Management activities reduce cost spent on transactional tasks.					

8. What do you suggest Kenya Commercial Bank needs to improve in matters relating to electronic human resource management adoption?

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9. What do you suggest the bank should do to its users of electronic human resource management to?

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