EMPLOYEE E-RECRUITMENT MANAGEMENT ON EMPLOYEE PERFORMANCE OF SUPPORT GROUPS IN HOMA BAY COUNTY, KENYA

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ABSTRACT

Employee performance in support groups in Homa Bay County has been wanting and below par. A survey done by HRMK on employees working on these and similar firms in 2018 cited worrying reasons that explain why these employees fail to perform. The survey results revealed that employee dissatisfaction negatively impacts their work efficiency, pace, and morale, stemming from the fact that they receive the same salary and are at the same level as their peers. Main Objective was to investigate the effect of E-Recruitment Management System and Employee Performance of Support Groups in Homa Bay County, Kenya. The study focused on 14 support groups that have been operating in Homa Bay County and were registered between 2014 and 2019. This study adopted census sampling where all the 14 support groups that are registered within Homa Bay County was included in the study. Five personnel people will be selected from each support group; thus, the final sample included 70, which comprised of the director, two personnel from administration department and two personnel from the human resource department in each support groups. The main way to collect data for this study was through a questionnaire with closed-ended questions. We analyzed the data by looking at how often answers were given and calculating averages, including means and standard deviations. Regression analysis was used to see how the different variables were related. The study found that several practices related to e-recruitment management, such as electronic online employee recruitment, electronic payroll, online training, and electronic performance management, positively affect how well support groups perform in Homa Bay County, Kenya.

Key Words: Employee E-Recruitment Management, Employee Performance

INTRODUCTION

From an international standpoint, productivity and employee performance are key ideas in many global economies. Ajayi (2018) observes that the labor productivity performance in Africa and South Asian countries (excluding India) is not particularly encouraging. For example, Sub-Saharan Africa recorded the lowest employee performance rates in relation to other African regions. The author further suggested that greater emphasis should be placed on empowering employees by improving their educational attainment to attract financial investment from foreign countries. As such, employee performance levels are heavily influenced by human resource management practices. Furthermore, Violetta and Heidi (2018) point out that an organization's business performance is connected with human resource planning, teamwork, training and development, and performance reviews

The global shift to digital recruitment has profoundly changed how organizations attract and hire. Digital recruitment processes make for speedier hiring, more efficiency, and a wider pool of candidates, especially support role candidates. Using e-recruitment platforms such as job boards, LinkedIn, and company career sites allows firms to source talent on a worldwide basis, creating levels of accessibility and flexibility that traditional methods could never achieve" (Chinomona & Sandada, 2017). This is particularly meaningful in areas of IT, customer service, and administration, where the right recruit can directly influence an organization (Akinyemi et al., 2020). In the United States, e-recruitment has become a hallmark of human resource management scaled from corporations to small enterprises. With the advent of advanced technologies, including artificial intelligence (AI) and automated applicant tracking systems (ATS), companies have become able to maximize the efficiency of the hiring process while simultaneously trimming down on the time and cost associated with recruitment. Industries including technology, finance, and healthcare have, through e-recruitment, been able to pinpoint highly specialized candidates and manage a large number of applications with high efficiency (Olaniyan & Haines, 2021). Ultimately, support groups-whether customer service, IT support, or administrative-could use the digital approach to attract and retain employees who not only share their culture well but directly improve their employee performance. In addition to direct support to the diversity boost in U.S. organizations' workforce via the use of e-recruitment platforms, it has sharpened innovation and performance in support teams (Sullivan, 2019).

In Africa, e-recruitment is slowly gaining ground, with urban areas in the forefront. Internet access and low levels of digital literacy are major problems in the rural areas, but countries like Nigeria, South Africa, and Kenya are now employing other digital recruitment strategies to lure skilled talents (Olanrewaju & Okunoye, 2019). Such strategies will enable enterprises across the continent to scale and improve operational efficiency across sectors. The continent's trend towards e-recruitment is helping organizations overcome the traditional constraints of recruitment and ensure that they can draw from a broader pool of candidates, especially those with expertise in support roles deemed crucial for any successful business. The mobile phone has brought job platforms to acceptability, especially in large cities, thus granting employees an extensive array of job opportunities (Inegbedion et al., 2020). Kenya has established itself as one of the leading countries in e-recruitment adoption in Africa. The fast digital transformation in the country has had a lot to do with how companies acquire talent through urban centers such as Nairobi and Mombasa. Companies are becoming more dependent on different platforms, including LinkedIn and Brighter Monday, in the local scenario, to source interested candidates for various roles, including support positions (Ochieng & Ochieng, 2020). E-recruitment has gone a long way in improving the quality of hires for businesses in Kenya vis-a-vis support teams filled with the right skills necessary to drive performance. It has also made recruitment easier

through enabling target posting of openings, even to broader geographical diversity that goes beyond local entries into regional and international levels (Nyambura & Sirma, 2019).

One of the trends is in e-recruitment, especially in urban areas like Homa Bay Town; however, even its penetration remains shallow. The possibilities that the two switched-on mobile phones and connected internet present suggest serious opportunities in several business sectors, including agriculture, hospitality, and local service industries, to start capitalizing on online platforms for recruitment (Muthoni & Wanjiru, 2021) On one hand, the use of e-recruitment would be less common than in some big Kenyan cities, but enterprises are beginning to understand how their potential could carry over into Homa Bay. Many employ projects serving customers, administration, and IT in Homa Bay availing opportunities in sourcing employees through online job banks and social media platforms. Such practices will be mainstream in the future, leading to better performance by support teams due to an efficient recruitment process and a more competent workforce to work in local businesses (Ochieng, 2018). This trend is very likely to put the economy at a better position as far as Homa Bay County is concerned regarding efficient talent management and improved business outcomes because it will create room for increased talent management.

Statement of the Problem

It has primarily altered how organizations go about acquiring talent, especially in the recruitment process. Many businesses in Homa Bay County, Kenya, are moving toward adopting electronic recruitment (e-recruitment) in their hiring processes aimed at improved efficiency and attracting qualified employees to fill critical support vacancies. Surprisingly few studies have been done in this area regarding e-recruitment management and employee performance in support groups within the region. Support groups include customer service, IT, and administration, which facilitate business operations. The efficiency of these teams greatly

influences the entire organization's performance. It can, therefore, be beneficial for businesses operating in Homa Bay County to understand the effects that e-recruitment brings on support group performance to maximize recruitment practices and ensure that such businesses secure high-quality, high-performing employees. Most empirical studies across regions look into e-recruitment as a relationship with employee performance, but the findings are diverse. For instance, Akinyemi et al. (2020) found in their study in Nigeria that e-recruitment leads to higher employee performance. This was attributed to increased efficiency in hiring, and better candidate-job fit. On the contrary, Chinomona and Sandada's (2017) studies conducted in South Africa revealed that even though e-recruitment enhanced the quality of hires, it failed to impact employee performance significantly due to failure in training and support for new hires. Similarly, Olanrewaju and Okunoye's (2019) study also conducted in Kenya indicated the aforementioned as e-recruitment improved the speed of recruitment without impacting directly employee performance in support roles as failing to meet their performance expectations. In fact, the performance improvement attributed to e-recruitment is condition-dependent and considers among those conditions the application of technology, organizational support, and employee training.

The main deficit in the studies is that they have failed to narrow down on specific focus areas of research on the impact of e-recruitment on employee performance in support groups in more isolated, under-researched regions like Homabay County, Kenya. Previous research is informative; however, it falls short of explaining the fine details concerning how e-recruitment affects employee performance at a local level in developing economies. This study therefore meets that need by carrying out the investigation within the Homabay County, Kenya on the direct effects of e-recruitment management that could help provide relevant findings toward optimizing recruitment strategies

with the intention of improved performance for employees in critical support functions for local businesses.

Objective of the study

The study investigated the effect of employee E recruitment management on employee performance of support groups in Homabay County, Kenya.

LITERATURE REVIEW

Literature review addressed the theoretical review pertaining to the theories that underpin the study topic and its associated variables and it has a section on the empirical literature by other researchers which is further divided as per the specific study objectives. A table that summarizes the literature and research gaps is displayed and the chapter concludes with a conceptual framework that links the variables in a diagram form.

Theoretical Literature Review

The study will be primarily grounded in the following theories: Herzberg two factor theory, expectancy theory, equity theory, and reinforcement theory.

Reinforcement Theory

B.F. Skinner was the first to propose the Reinforcement Theory of Motivation and supported by his associates such as Ivan Pavlov, Edward Thorndike, and Chester Ferster, was introduced in 1938 and revised in 1953. According to the theory, a person's actions have an impact on their conduct. Notably, the theory overlooks the internal states of individuals—such as feelings or personal drives focusing purely on external stimuli. In essence, Skinner argues that an organization's external environment must be structured in a way that effectively motivates employees. According to Wei and Yazdanifard (2014), Reinforcement Theory is a valuable tool for understanding the control mechanisms behind an individual's behavior. It doesn't, however, investigate the fundamental reasons for conduct. According to the hypothesis, extinction, punishment, and reinforcement can all have an impact on motivation. Punishment deters unwanted behavior, whereas reinforcement, which can be either positive or negative, promotes the desired behavior (Gordan & Krishanan, 2014). As such the theory supports the variable on performance management in an effort to improve employee performance.

Expectancy theory

The Expectancy Theory, first presented by Canadian psychology professor Victor Vroom in 1964, examines the reasons for human behavior, especially in the workplace. According to Vroom, the three main factors influencing motivation are valence, instrumentality, and anticipation. The theory of expectation, which expands on Edward C. Tolman, posits that people are motivated to act in ways they feel will result in a desired outcome and tries to explain why people pick one behavioral option over another (Redmond, 2009). In essence, people expect a relationship between performance and incentives, thus they adjust their behavior based on the possible outcomes of their actions (Chen & Fang, 2008).According to expectation theory, the assumption that hard work will result in a specific level of performance, which will then lead to a desired reward, is what motivates people. It focuses on the idea that motivation is based on perceived outcomes, and individuals assess the likelihood of receiving a reward before exerting effort. As a result, this theory has practical applications for improving motivation in the workplace, particularly in the design of motivational programs. The theory emphasizes the individual's perceptions and beliefs about the environment, making it a process theory of motivation. It explores how best to manage the payroll in an organization so as to advance the performance of each individual which will affect the overall organization's performance.

Equity Theory

John Stacey Adams created Adam's Equity Theory in 1963, which holds that people are driven by justice in the workplace. The idea asserts that persons assess the fairness of their treatment by contrasting their outputs (rewards, remuneration, and

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recognition) and inputs (efforts, talents, and time) with those of others, including peers or coworkers. If they perceive an imbalance or inequity such as working the same job as a peer but receiving less compensation they may adjust their behavior to restore a sense of fairness. For example, an employee who discovers that a peer is earning more for doing the same work may reduce their effort or output to match what they perceive as the unequal situation. The most critical tenet of equity theory is that workers will compare themselves to others both inside and outside the company and will be most driven when they think they are getting fair treatment. Workers balance their inputs what they bring to the company with their outputs, or what they get in return. If employees perceive the relationship as unfair, they will adjust their inputs, either increasing or decreasing their effort, to restore equity. The theory then makes emphasis on fair play as source of improved employee performance.

Herzberg Two Factor Theory

In the 1950s, Frederick Herzberg built on Maslow's work by doing study with accountants and engineers to create the Two-Factor Theory of Motivation. Participants were asked by Herzberg to recollect instances in which they felt very positive or negative about their jobs and to explain the circumstances that gave rise to such sentiments. He found that the conditions associated with job satisfaction differed from those linked to job dissatisfaction. For example, factors such as achievement contributed to job satisfaction, while the absence of achievement wasn't necessarily the cause of dissatisfaction. Instead, other factors like company policy were identified as sources of dissatisfaction.

Emprical Literature Review

E-Recruitment and Employee Performance

Karim, Miah and Khatun (2015) conducted a study on jobseekers' perception of e-recruitment practices showing that growth of internet in the last few years has changed how firms conduct business including the recruitment. The study focussed on

companies in Bangladesh who are recruit new staff using websites, resume banks, job boards and classified ads, but focus in on those using online recruitment processes. It was revealed that online recruitment led to competitive advantages by lowering costs and increased efficiencies. The researchers distributed 204 questionnaires to job seekers who use internet regularly. The results show that jobseekers' perception on usefulness and enjoyment of online recruitment positively and significantly led to the choice of using internet in searching for jobs and going through recruitment process. The study recommends that online job sites developers to increase tools and useful functional tools to help jobseekers and encourage them to use internet when searching for jobs. The study has a gap as it was carried out in Bangladesh and thus it fails to link e-recruitment to performance of the employee. There is need to expand research by linking e-recruitment to the performance of employees in Kenya for ease of applicability of the findings.

Tsuma (2017) examined the effect of e-recruitment methods on staff retention in international enterprises in Nairobi County. The study aimed to understand how firms could retain rare talent and skills to remain competitive in the market by developing effective recruitment practices. The specific objectives included examining the relationship between variables, identifying the e-recruitment practices used by multinational corporations, assessing employee retention levels, and analyzing how e-recruitment affects employee retention. Primary data was gathered using questionnaires distributed to 217 multinational corporations in Nairobi County. The findings showed that, in contrast to commercial websites, corporate websites and social networking sites significantly impacted employee retention. According to the report, HR managers should concentrate on strategies that provide a competitive edge and acknowledge the connection between e-recruitment and staff retention. This study fills a vacuum in the literature by providing information

on the connection between employee retention in multinational firms and e-recruitment. It urges more investigation on the effects of e-recruitment on worker performance in local businesses and areas outside of Nairobi County, which is an urban area.

Rumangkit, Stefanus and Muhammad Dwiyan (2018) carried a study on impacts of e-recruitment on the effectiveness of employee recruitment, where the researchers concentrated on respondents from generation Z who were born between the years 1995 to 2010. The study was quantitative in nature, and 300 respondents were given questionnaires to fill so as to collect primary data. Simple linear regression will be applied to analyse the gathered data, and the results indicate that e-recruitment has an impact on how effective the hiring process is. Furthermore, when the company uses technology like e-recruitment, the employees will also be challenged to use the facility and the companies can select the best candidates from a large pool of workers and gain competent employees. The study is narrow in its framework as it covers the recruitment process only, it also concentrates on generation Z as respondents which is limiting in terms of variety of perception on e-recruitment. There is need for expansion of research framework by linking recruitment process to performance and having an open age for respondents so as to get opinions from different age groups.

METHODOLOGY

Research Design

The study employed a descriptive research method for this study since it made it easier to get precise data on the topic. This study targeted the 14 support groups that are operating in Homa Bay County and registered in the Homa Bay County, between 2014 and 2019. All 14 of the support organizations that are registered in Homa Bay County were included in the study using census sampling. The questionnaire served as the main data collection instrument and was designed with closed-ended questions. Data were recorded and

set up for coding before being imported to SPSS version 26 for further analysis. Completed surveys were retained for the study. Frequencies, percentages, means, and standard deviations were obtained through descriptive analysis.

Pilot Testing

Researchers conduct pilot studies in an attempt to enhance the research instrument's quality and rectify sorts, content and structure of the instrument (Murphy & Gardner, 2019). After conducting the pilot test, the obtained results helped the researcher to make changes and improve the instrument. The researcher performed the pilot test using 12 respondents which account for 17% of the total sample size and these were chosen at random from Homa Bay County support organizations. Those respondents who participate in the pilot test was excused from taking part in the final and actual survey.

Validity and Reliability of Research Instruments

Two essential ideas for evaluating the calibre of research are validity and dependability. They assess how well a test, method, or procedure captures the anticipated information. Validity and reliability are crucial factors to take into account while planning measuring techniques, conducting research, and interpreting the findings. Because of their interdependence, a valid measurement will always be reliable, even though a measurement may be valid but not dependable.

Validity of Research Instrument

The ability of a research instrument to measure what it is supposed to assess is known as validity. Construct or content validity can be used alone or in tandem in research (Bolarinwa, 2015). The researcher employed content validity in this study to evaluate the tool's ability to collect data and information specific to a particular subject or concept. The purpose of this study is to make sure the tool can gather data on employee performance, the HRMIS and the relationship between the two factors

Reliability of Research Instrument

The degree to which an instrument produces consistent data after multiple administrations is known as dependability, and reliability is made up of the agreement between results from various observations of the same occurrence. To put it simply, an instrument is considered dependable if it consistently yields data regardless of outside influences (Mohajan, 2017). The test-retest approach was used in this study to determine the instrument's reliability. The researcher invited each of the 12 respondents to complete the instrument once more after a period of one and a half weeks. Any resemblance between the two test results indicates the instrument's reliability

Data Analysis and Presentation

Data were recorded and set up for coding before being imported to SPSS version 26 for further analysis. Completed surveys were retained for the study. Frequencies, percentages, means, and standard deviations were obtained through descriptive analysis. Regression analysis was then done with the objective of gauging the association of the independent dependent variable, including multiple linear regression.

FINDINGS AND DISCUSSIONS

Seventy completed questionnaires, representing each of the fourteen support groups, were returned, thus giving the entire 100 per cent return rate. A return rate of 100 per cent for this analysis and for reporting purposes.

Descriptive Analysis

E-Recruitment Management

The study aimed to assess the effects of employee e-recruitment management on employee performance within support groups in Homa Bay County, Kenya. Respondents were asked to rate several statements concerning employee e-recruitment management and employee performance in the support groups. A 5-point Likert scale was used, where 1 represented Strongly Agree, 2 indicated Agree, 3 was Neutral, 4 denoted Disagree, and 5 stood for Strongly Disagree. The findings are presented in Table 1.

Table 1: E-Recruitment Management

Statements						Mean	St.D
We offer our employees a platform to discover available job opportunities.	0. 343	0.361	0.077	0.094	0.125	2.60	0.145
We provide a system for our employees to access timely information about recruitment	0.315	0.353	0.027	0.101	0.204	2.54	1.578
We ensure fairness in our recruitment process, giving all potential candidates an equal opportunity.	0.296	0.385	0.056	0.083	0.180	2.71	1.385
We consistently make information about available positions accessible to the public.	0.391	0.294	0.081	0.093	0.141	2.70	1.531
Our selection criteria for our employees always follows ethical practices	0.336	0.315	0.093	0.113	0.143	2.56	1.540

Source: Research Data (2024)

The results showed that respondents believed staff ICT qualifications enhance the performance of electronic government systems in the organization, with a mean of 2.66 (Std. dev. 1.492). In addition, with a mean of 2.54 (Std. dev. 1.578), they agreed that a system is provided for employees to access

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up-to-date recruitment information. Respondents also agreed that their recruitment procedures are fair, offering equal opportunities to all candidates, as reflected by a mean of 2.71 (Std. dev. 1.385). With a mean of 2.70 (Std. dev. 1.531), they confirmed that recruitment information for various positions is consistently made public. Lastly, respondents affirmed that their employee selection criteria follow ethical practices, demonstrated by a mean of 2.56 (Std. dev. 1.540)

Employee Performance

The study had as an objective to measure the level of employee performance in the Support Group. Please answer the questions accordingly. The scale used was a 5-point Likert scale, whereby 1-Means Strongly Agree, 2-Means Agree, 3-Means Neutral, 4-Means Disagree, 5-Means Strongly Disagree. The findings are presented in Table 2.

Table 2: Employee Performance

Statement						Mean	Std.d
The amount of pay and the level of performance go hand in hand	*0.264*	0.317	0.075	0.182	0.16.2	2.58	1.460
In my support group, all my colleagues are highly motivated	0.258	0.386	0.116	0.147	0.093	2.52	1.580
All my colleagues strive hard to meet target and objectives	0.312	0.249	0.090	0.195	0.154	2.69	1.380
In my support group, my colleagues and I are well trained and have necessary skills to perform teaching tasks appropriately	0.231	0.293	0.128	0.160	0.188	2.68	1.496
There is low labour turnover in my organization- hardly do you find a teacher quitting	0.265	0.299	0.116	0.213	0.107	2.74	1.501

Source: Research Data (2024)

From the results, the respondents agreed that the amount of pay and the level of performance go hand in hand. This is shown by a Mean of 2.58 (Std. Dev. 1.460). Additionally, with a mean of 2.52 (Std. Dev. of 1.580), the respondents agreed that all their colleagues in the support group are highly motivated. Further, with the mean of 2.69 (Std. Dev. of 1.380), the respondents agreed that all their colleagues strive hard to meet targets and objectives. With the mean of 2.68 (Std. Dev. of 1.496), the respondents agreed that their colleagues and themselves are well-trained and possess the necessary skills to perform tasks appropriately. Finally, the respondents agreed that there is low labour turnover in their organization, as

hardly any colleague quits. This was shown by a mean of 2.74 (Std. Dev. of 1.501).

Correlation Analysis

An analysis for correlation was conducted in a broad attempt to probe how much dependent variables of employee performance in support groups depend on the independent variable of employee e-recruitment management. To assess the extent of the relationship of the two variables, the Pearson correlation coefficient (r), whose values range between +1 and -1, was employed to express the association of the variables; whereby if r equals either +1 or -1, it indicates a strong correlation, because it would be in total agreement that if r is near to 0 it would indicate a weak correlation between the variables, a positive relationship being

indicated by a positive sign (+) and a negative relationship by a negative sign (-). See Table 3.

Table 3: Correlation Analysis

		Employee Performance	Employee E-Recruitment Management
Employee Performance	Pearson Correlation	1	.458**
	Sig. (2-tailed)		.000
	N	124	122
Employee e-recruitment management	Pearson Correlation	.458**	1
	Sig. (2-tailed)	.000	
	N	22	22

Source: Research Data (2024)

High Pearson's co-efficient correlation value of 0.458 near to 1 and a significant value of 0.00 below the cut-off of 0.05 is shown between the employee performance in support groups and employee e-recruitment management. This implies that any changes in either variable are likely to correlate with the changes in the other hence a strong association. The findings of this study agree with the study by Wariuko, Nyonji, and Omulo (2018) that reported an effect of employee e-recruitment management on the performance of e-government in the Kajiado County Government.

The study utilized regression analysis to model, assess and analyze the relations existing between dependent variable as well as the independent variable for the dependent variable employee performance and independent variable of employee e-recruitment management. This was an important methodology in that it indicated the manner in which the change or alteration to one or more variables affects the modification or change of another variable.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.887a	.787	.781	.675	.020	.600	4	78	.000a

Predictors: (Constant), Employee e-recruitment management
Source: Researcher (2023)

Strong relationship made appear between Independent Employee e-recruitment management and Employee performance of support group members. The R-value is very clear at exactly 0.887a in the R column. This means there are strong and significant relationships between Employee e-recruitment management and Employee performance of support group members. An R-square value of 0.787 implies that 78.7% of the variation in performance of support groups could be explained by the practices of Employee e-

recruitment management had significant effect on employee performance in such support groups in Homa Bay County, Kenya, with correlation given at significance level $p < 0.05$.

Also, Analysis of Variance (ANOVA) was employed in testing for the linear relationship is existing among the variables under study and thus gave the sum of squares, degrees of freedom (df), mean square, calculated F-value as well as its significance level in Table 5.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.092	4	2.273	11.600	.000[a]
	Residual	53.297	117			
	Total	*54.369*	*121*			

Predictors: (Constant), employee e-recruitment management

b. Dependent Variable the employee performance of support groups

Source: Research Data (2024)

The 0.000a level of significance is less than 0.05, asserting that the model is statistically significant to the prediction of Employee e-recruitment management on support group employee performance in Homa Bay County, Kenya. While at the 5 percent significance value, the F-critical value was 3.728. The calculated F-value (11.600) is greater than the F-critical value, thus reaffirming that the general model is significant. The relationship is significant ($p < 0.05$), thus indicating a linear correlation between the variables being studied; therefore, one may infer that there exists 95 percent probability for the relationship not to be accidental.

Table 6: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	T	Sig.	Lower Bond	Upper Bond
Constant	.357	.651		7.308	.000	3.468	6.047
Employee e-recruitment management	.807	.052	4.012	1.134	.004	.110	.096

a. Dependent Variable: the employee performance of support groups.

Source: Researcher (2023)

The data from Table 6 reveals that the employees' e-recruitment management and e-performance management had significant positive contributions towards the employee performance among the various support groups in Homa Bay County, Kenya, as indicated in their t-values. All these relationships ($p<0.05$) were significant, with the values of employee e-recruitment management ($t=1.134$, $p<0.05$) and employee e-performance management ($t=3.1$, $p<0.05$).

CONCLUSIONS AND RECOMMENDATIONS

The respondents agreed on several points regarding the performance of electronic government systems and recruitment practices. They concurred that staff ICT qualifications enhance the performance of these systems. Additionally, they agreed that their organization gives workers a way to get timely information about hiring and ensures that their hiring practices are equitable, offering equal chances to all potential candidates. They also affirmed that recruitment information is made publicly available and that their selection criteria for employees always follow ethical practices.

The respondents agreed on several aspects of the payment process and payroll management. They concurred that automating the payment process by collecting data on employee time and attendance improves performance. Additionally, they agreed that their organization consistently generates periodic payroll and tax reports. They also affirmed

that their procedures for deductions and taxes in employees' payments are fair. Furthermore, they conduct periodic employee tax reports and ensure timely and equitable payment to their employees.

Establish standardized protocols and best practices for the implementation and use of electronic management systems. This can ensure consistency, quality, and effectiveness in employee management processes across various support groups and organizations. Implement training programs for staff to effectively use e-recruitment, e-payroll, e-training, and e-performance management systems. Ongoing support should also be available to address any challenges and ensure the systems are used to their full potential. Develop a framework for regularly monitoring and evaluating the impact of electronic management systems on employee performance. This framework should include performance metrics and feedback mechanisms to continually assess and improve system effectiveness.

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