

E-performance management practices, corporate culture and organization performance in mobile telecommunication companies in Kenya

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ABSTRACT

In the advent of the Information Technology (IT) revolution and changes in aspects of human resource management, one of the most important features is to effectively utilize technology. The world has become more sophisticated, dynamic, and uncertain in the era of globalization due to technology. This study explored how Electronic Human Resource Management (e-HRM) practices, particularly e-performance management, have been leveraged to drive sustainable development and enhance organizational performance within Kenya's telecommunication companies. In an industry marked by rapid digital transformation and growing sustainability demands, the research sought to address a critical question: How can e-performance management tools be aligned with environmental and social impact indicators? Using a qualitative framework, the study investigated how virtual HR platforms reduce resource usage, foster ethical governance, and support inclusive talent development. In that context, the telecommunication sector in Kenya, being the lead internet services provider, has been vastly affected by the global changes in service delivery, forcing the sector to take advantage of the latest web application technology to deliver online real-time HRM solutions. The study used the Technology Acceptance Model (TAM), contingency theory, and organizational culture theories to guide the process. This research study adopted descriptive survey and explanatory approaches to explore the relationship between the variables. A pilot test was done at Equitel. The target population was 10,395 employees of Safaricom and Airtel Telecommunication Companies, Kenya. From this population, a sample of 385 was picked. Since the population was stratified, purposive sampling methods were used. Primary data was collected using electronic questionnaires and a telephone interview schedule. Data was analyzed using both descriptive and inferential statistics. Multiple regression and correlation analysis were used to determine the effect of e-HRM practices on organizational performance. Analyses were then conducted from which important relations and inferences were deduced, and the findings were summarized in tables. The study found out that e-performance management had a greater effect on organization performance at $r = 0.823$ than on organization performance. The findings suggest that integrating sustainability-focused metrics into e-HRM processes can significantly improve operational agility, employee productivity, and corporate responsibility outcomes in the telecom sector. The paper provided actionable insights for HR strategists, sustainability officers, and executives seeking to harmonize digital HR innovation with the global sustainability agenda. The study recommends that e-performance management should be enhanced in all telecommunication companies to improve organizational performance.

Keywords: E-Performance, Corporate Culture, Electronic Human Resource, Performance

I. INTRODUCTION

Electronic Human Resource Management (e-HRM) has become a transformative force in organizational operations, driven by the global shift toward digitalization and the need for agility in human resource practices. Organizations increasingly recognize the strategic value of integrating information technology into HR functions to enhance performance and streamline workflows (Amer et al., 2025). The digital age has ushered in a transition from traditional, paper-based systems to self-service, data-driven platforms that empower employees and managers alike (Olabiyi, 2023; Dahlbom et al., 2020). This evolution has enabled HR professionals to automate core functions such as recruitment, onboarding, training, performance appraisal, and payroll management, thereby improving efficiency and enabling real-time decision-making (Saepulloh & Sari, 2025).

Historically, Human Resource Management has undergone significant transformation since its inception in the early 20th century. From labor relations and personnel management to strategic HRM, the discipline has evolved in response to globalization and technological advancement (Barman & Das, 2018). Early approaches viewed human capital primarily as a cost, emphasizing performance outcomes and cost reduction (Singh & Sarkar, 2022). Today, e-HRM represents a paradigm shift, aligning HR practices with organizational goals and enabling cross-border consistency in policy implementation (Kaur, 2021; Omollo et al., 2026).

The adoption of e-HRM has revolutionized how organizations manage talent, with tools that support self-assessment, organizational appraisal, and strategic alignment (Armstrong & Taylor, 2023). These systems not only enhance employee motivation and career development but also reduce administrative burdens and improve service delivery (Fudge, 2014). In developed economies, e-HRM is widely implemented, particularly among multinational corporations seeking operational efficiency and global integration (Bondarouk & Ruël, 2009).

However, the context of sub-Saharan Africa presents unique challenges. In Kenya, e-HRM adoption remains in its infancy, constrained by infrastructural limitations and the complex socio-political environment of public institutions (Sungwa, 2021). Despite these barriers, the need for digital HR solutions is increasingly urgent, especially in light of the COVID-19 pandemic, which disrupted traditional HR practices and underscored the importance of remote access and digital communication (Amalia et al., 2025; Cabrol & Pombo, 2021).

Kenya's digital landscape is rapidly evolving, supported by government initiatives, private sector innovation, and a youthful, tech-savvy population. As of March 2024, the country had over 22 million internet users and a mobile penetration rate exceeding 100%, positioning it as a regional leader in ICT adoption (KNBS & CAK, 2024). The Digital Economy Blueprint outlines Kenya's commitment to leveraging technology for inclusive growth and service delivery (Digital Economy Blueprint, 2020). The rise in internet usage and e-commerce has fueled the adoption of e-HRM practices, with Kenya ranked among Africa's top internet consumers (Business Daily, 2019).

Despite growing interest, empirical research on e-HRM in developing countries remains limited. Studies emphasize the need for localized evidence to inform policy and practice, as global models may not fully capture the nuances of African public sector environments (Zervas & Triantari, 2025). This study seeks to address that gap by examining the adoption, effectiveness, and contextual challenges of e-HRM in Kenya's public institutions, contributing to a more nuanced understanding of digital HR transformation in emerging economies.

As the globalization of markets continues at a rapid pace, the challenges in telecommunication organizations have increased. The empowerment of managers and employees through digitalization of HR functions relieves the HR department from multiple tasks, allowing most HR staff to focus more on the strategic elements of HR in organization (Nastase et al., 2025). Most organizations in Europe and the United States have either or partially adopted the e-HRM, depending on their size and line of business (Chapano et al., 2022). Integration of digital technology into human resource (HR) systems have improved quality of HR processes, enhanced operational efficiency, reduced cost of operation, and transformation of human resource department into an organization's strategic partner (Dahlbom et al., 2020). As a result, many organizations have resorted to using e-HRM not only to gain a competitive advantage over their competitors and increase organizational efficiency but also to improving organizational performance (Kaaria, 2022).

Developed countries are constantly leading in technology adoption. Though the implementation of e-HRM is dependent on the financial and technical resources of an organization Škudienė et al., (2020) pointed out that nearly 70 percent of European companies are using the Internet or intranet to deliver HRM services. Ngan (2021) observed that Small and Medium Enterprises in the Portugal had adopted e-HRM like large enterprises. An earlier study by Parry, (2011) in the United Kingdom revealed that organisations reduced costs associated with training and recruitment through adoption of e-HRM practices.

Impact of electronic human resource management in its dimension on intellectual capital in Jordanian telecommunication companies, revealed that e-HRM practices had brought about new information and communication technology to the recruitment process which had resulted in the elimination of bureaucratic barriers and the establishment of a direct relationship between the organization and the individual applying for the position via the Internet (Alootom, 2003). The internet supported processes have enabled candidates to access the institution's website and contact the manager in charge of the recruitment process directly and quickly (Kaaria, 2022; Khambhati et al., 2024).

Subsequently, the telecommunication industry has witnessed continued advancements in technology over the past few decades and evolved with a wider range of products offered throughout the centuries (Kaaria, 2022). Global market has seen strong growth in recent years and is expected to have strong growth over the forecast period to 2025, (Global Monitor 2020). Growing 5G technology is offering differentiation between wireless and wireline networks and have converged the communication modes into a unified end-to-end system in public, residential, and enterprise spaces. The global growth is mainly due to increased activity in e-commerce and retailer buy-in platforms, smartphone utilization, and investments in 5G networks (Communication Authority of Kenya [CAK], 2020).

Telecom service revenue has increased as users are mainly adopting online practices and are spending more time streaming videoconferences, virtual meetings, games and other forms of entertainment after the covid-19 protocols that seem to have changed people's lives during this post pandemic era, (Global Monitor, 2020). The significant players in the communication network in Kenya are Safaricom limited, Telkom Kenya, Airtel and Equitel Networks. Among the four, Safaricom leads with more than 18 million subscribers; Equitel owned by Equity bank is the youngest telecommunication company. Airtel has the second highest number of subscribers after Safaricom and followed by Telkom, (Communication Authority of Kenya [CAK], 2019).

Consequently, there is need for mobile telecommunication companies to invest more in new technologies to address the changes that are needed to improve performance (Kiveu, 2019). In addition, online recruitment and selection can reach a larger pool of potential employees and facilitate the best selection process. On the other hand, the full adoption of e-training on the quality of the e-HRM practices will increase the possibilities for how, when and where employees can engage in lasting training (Iqbal et al., 2019).

1.1 Statement of the Problem

The swiftness to adapt to rapid global competition and changes in aspects of technology and human resources is one of the most important features to survive and continue to run the business sustainably. Globally, organizations have recognized the increasing importance of Information Technology (IT) as an influence to human resource management functions, thereby leading to the implementation of electronic human resource management (e-HRM). More than 500 companies in USA have implemented e-HRM practices which are done through company website, social sites and online job portals. Subsequently, automation of HR processes in Europe has enhanced productivity through e-recruitment and e-selection bringing forth faster processing, reduction in errors and overlapping work, (Saepulloh & Sari, 2025; Dahlbom et al., 2020).

Subsequently, performance in all organizations is a multifaceted discipline encompassing a wide selection of programs and activities. These programs and procedures can be successful if existing HRM practices are automated to serve as a constant guide to attract, deploy, train, develop and reward employees while reflecting business goals and objectives. Although research in the domain of e-HRM practices is progressing, a study by Omollo et al., (2026) argues that there is relatively little evidence in research domain on e-HRM practices in developing countries. According to Rawashdeh et al., (2024), they found out that limited evidence on specific e-HRM practices such as e-recruitment, e-selection, e-training and e-performance management on organization performance had been done. Additionally, in their research Chapano et al., (2022), established that most studies did not focus on private sector but tended to focus on public sector. Finally, even where such researches have been done, Rukumba (2021) established that the moderating effect of corporate culture had not been explored, more so in a critical sector like telecommunication sector in Kenya.

Kenya has recognized the importance of ICT as a key pillar to development and has licensed various telecommunication companies to offer telecommunication services. In 2022, mobile penetration surpassed the 100 per cent mark, which was attributed to the fact that a number of mobile phone users had more than one SIM card (Communication Authority of Kenya, 2022). These statistics demonstrate the increasing importance of ICTs in the telecommunication sector and their potential role in improving the performance of these organizations. Furthermore, 92 per cent of organizations use computers while 84.2 per cent had internet access within the business premise. Most of the organizations use internet for sending and receiving e-mails and obtaining information about goods and services, (KNBS and CAK, 2018).

In conclusion, all telecommunication organizations have employed various people who are managing their workforce using various e-HRM practices. Consequently, the recently adopted covid-19 pandemic protocols have changed workplace culture enhancing more e-HRM practices to be adopted. In USA 60% worked on site whereas 31% worked remotely, in South Africa 34% employees worked remotely, in Tanzania 20%, Uganda 26% and Kenya 29% (Barford et al., 2021). Successively, there's massive global migration from existing 2G and 4G subscription to the higher bandwidth 5G, by September 2023, 13% subscribers had migrated (Communication Authority of Kenya, 2020). This is due to increased internet speeds and accessibility in all regions to influence e-services. From the gaps identified in literature from other researchers, this study therefore seeks to establish the influence e-performance management practices, corporate culture and organization performance in mobile telecommunication companies in Kenya.

1.2 Research Hypotheses

H_{01} : E-performance management has no significant effect on organization performance in the mobile telecommunicating companies

H_{02} : Corporate culture has no significant moderating effect on the relationship between e-HRM practices and organization performance in the mobile telecommunication companies

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), developed by Davis (1989), remains one of the most influential frameworks for understanding user adoption of information systems particularly with regards to the use of technology in systems. The theory is premised on perceived usefulness and perceived ease of use as the primary determinants of technology acceptance. These constructs have been validated across diverse contexts, including e-HRM systems (Anjum & Islam, 2020). A number of studies reinforce TAM's relevance in HRM. For instance, Grant and Vogt (2015) found that self-efficacy significantly enhances user engagement with digital HR tools, while Hossain et al. (2024) affirms its predictive power in modeling e-HRM uptake.

2.1.2 Contingency Theory

Contingency Theory, pioneered by Fiedler (1958), asserts that leadership effectiveness is contingent upon situational variables. In HRM, for instance, the theory suggests that no single strategy is universally effective; rather, practices must align with organizational context. Studies by Nyathi and Kekwaletswe (2024) posit that e-HRM implementation requires tailored responses to contextual realities, while Harney and Collings (2021) critique the theory's subjectivity and its challenge to global standardization. Sott and Bender (2025) found that adaptive leadership styles yield better outcomes in dynamic environments. Osmani and Ndoka (2025) demonstrated that task-oriented leadership excels in technical settings, while relationship-oriented leadership suits collaborative environments. In Kenya, Chapano et al., (2022) revealed that strategic innovation—tailored to local market dynamics—enhanced performance in telecom firms.

2.1.3 Systems Theory of Management

Systems Theory conceptualizes organizations as interconnected entities influenced by internal and external factors (Ackermann & Eden, 2011). It emphasizes holistic integration, where changes in one component affect the entire system. In e-HRM, this theory explains how digital tools interact with organizational processes, culture, and performance metrics. Monat and Gannon (2015) highlight the ripple effects of technological change across departments, while Bhardwaj et al., (2025) argue that successful e-HRM implementation requires alignment with broader organizational systems. Gruman and Saks (2011) found that e-HRM adoption in Zimbabwean telecom firms automated employee records and improved communication, demonstrating systemic benefits.

In Kenya, Mworira (2022) showed that organizational culture significantly influences knowledge transfer and performance in family-owned enterprises. Their findings underscore the importance of viewing HRM as part of a larger system. This study extends Systems Theory by examining how e-performance management interacts with corporate culture to shape organizational outcomes in the telecom sector.

2.2 Empirical review

E-performance management refers to digital systems used to evaluate employee performance. These tools offer real-time analytics, reduce administrative burden, and align individual goals with organizational strategy (Alshami, 2023). Systems like PeopleSoft and E-Performance Appraisal Suites are increasingly adopted across sectors.

A study by Nosike et al. (2022) found that e-performance systems enhance transparency and reduce bias in evaluations. Paredes-Saavedra et al. (2024) reported that digital tools streamline performance reviews and support strategic alignment. In Kenya, Muteshi et al. (2024) showed that e-performance management improves service delivery in Saccos, while Nyathi and Kekwaletswe (2023) demonstrated its mediating role in enhancing organizational performance.

Nur-A-Al Muktedir (2024) emphasized that e-performance management improves job satisfaction, productivity, and engagement, though challenges in implementation persist. Mahmoud et al., (2020) found that performance appraisal indicators positively influence motivation and job performance in the public sector. These findings affirm that e-performance management is a critical lever for organizational effectiveness, particularly when integrated with broader HRM strategies.

Corporate culture encompasses shared values, beliefs, and behaviors that shape organizational identity and response to change (Afzal & Lim, 2022). It influences employee engagement, innovation, and adaptability—factors critical to performance in digital environments.

A number of studies show the interaction between e-performance management and organization performance. Naranjo-Valencia et al., (2016) found that culture can either foster or hinder innovation, depending on the values it promotes. Sidbewendin et al., (2020) showed that culture enhances organizational learning and performance in

Kenya’s hospitality sector. Rizal et al. (2021) confirmed that positive culture boosts motivation and job satisfaction, while Mworja et al. (2022) linked culture to effective knowledge transfer in family enterprises.

In telecom firms, where rapid technological change is the norm, culture determines how well e-HRM systems are adopted and utilized. Yet, few studies have examined corporate culture as a moderating variable in this context. This study addresses that gap by investigating how culture influences the relationship between e-performance management and organizational performance in Kenya’s mobile telecom industry.

A study by Bondarouk and Ruël (2009) identified productivity, effectiveness, and flexibility as key performance metrics in e-HRM contexts. Gürol et al., (2010) found that e-HRM enhances time management, reduces administrative costs, and improves data accessibility. Nazimi et al. (2022) emphasized the need for multiple performance indicators. However, they noted a lack of clarity on how these systems impact overall performance.

2.3 Conceptual Framework

The conceptual framework in Figure 1 illustrates the relationship between e-performance management and organizational performance, with corporate culture acting as an influencing factor. E-performance management is represented through performance planning, which enhances organizational processes and goal alignment. Organizational performance is measured through customer satisfaction, organizational profitability, and innovation outcomes. Corporate culture, characterized by values, beliefs, and behaviour, plays a critical role in shaping how e-performance management practices are implemented and how they ultimately affect organizational performance. The framework suggests that strong corporate culture supports effective adoption of e-performance management systems, thereby improving overall organizational outcomes.

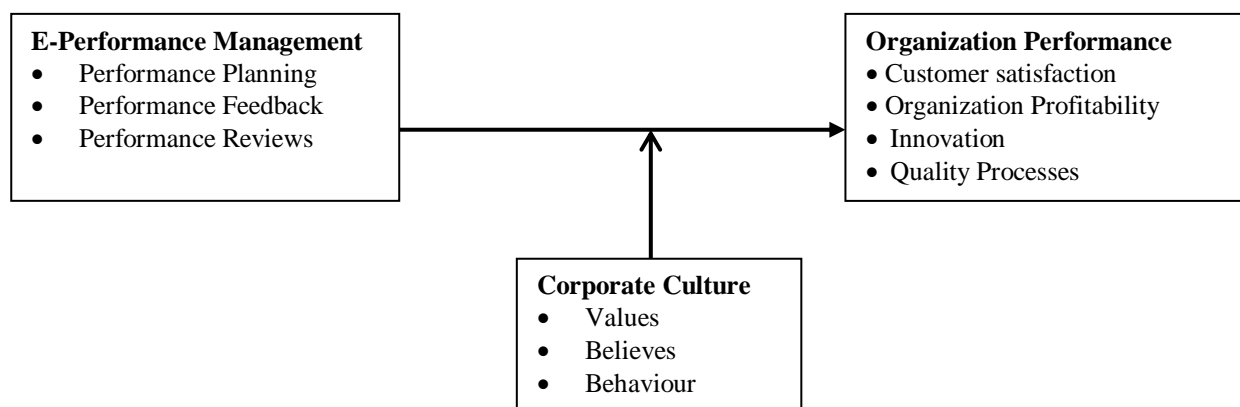


Figure 1
Conceptual Framework

III. METHODOLOGY

3.1 Research Design

This study adopted a descriptive and explanatory survey design to investigate the relationship between e-performance management practices, corporate culture, and organizational performance in Kenya’s mobile telecommunication sector. The descriptive aspect enabled the researcher to systematically capture the current status of e-HRM practices, while the explanatory component facilitated the analysis of causal relationships among variables. As Skinner and Dancis (2026) note, descriptive designs are ideal for identifying characteristics of observed phenomena, while explanatory designs allow for deeper interrogation of variable interactions. This dual approach was appropriate for the study’s objectives, which required both contextual understanding and hypothesis testing.

3.2 Target Population and Sample Size

The target population comprised employees from the headquarters of Safaricom, Airtel, and Equitel—Kenya’s three major licensed mobile telecommunication companies. These firms were selected due to their advanced adoption of e-HRM systems and their strategic role in the country’s digital transformation. The total population across the three companies was 10,395 employees. Using Yamane (1967) formula for sample size determination at a 95% confidence level and a 5% margin of error:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size (10,395)

e = margin of error (0.05)

The calculated sample size was 385 respondents. Proportionate stratified sampling was used to allocate sample sizes across the three companies based on their respective employee counts:

Safaricom: 218 respondents

Airtel: 167 respondents

This stratification ensured representativeness and minimized sampling bias.

3.3 Sampling Methods

The study employed proportionate stratified random sampling to ensure that each company was adequately represented according to its size. Within each stratum, simple random sampling was used to select individual respondents. This method was appropriate because it enhanced the precision of estimates and allowed for meaningful comparisons across organizational contexts.

3.4 Data Collection

Primary data were collected using structured questionnaires administered to employees at the headquarters of the three companies. The questionnaire was designed to capture information on e-performance management practices, corporate culture indicators, and organizational performance metrics. It included both closed-ended and Likert-scale items to facilitate quantitative analysis.

The instrument was pre-tested to ensure reliability and validity. Data collection was conducted in person and electronically, depending on respondent availability and preference. This hybrid approach increased response rates and accommodated varying work arrangements.

3.5 Data Analysis

Quantitative data were analyzed using descriptive statistics (frequencies, means, and standard deviations) to summarize respondent characteristics and variable distributions. Inferential statistics including correlation and regression analysis were used to test relationships between e-performance management, corporate culture, and organizational performance. Specifically, multiple regressions were used to assess the predictive power of e-performance management practices on organizational performance. Whereas moderation analysis was conducted to examine the influence of corporate culture on the relationship between e-performance management and performance outcomes.

SPSS software was used for data entry, cleaning, and analysis. These techniques were appropriate because they allowed for hypothesis testing, model validation and generalization of findings to the broader population. Descriptive and explanatory designs provided both contextual depth and analytical rigor. Stratified sampling ensured representativeness across firms, while structured questionnaires enabled standardized data collection. The use of regression and moderation analysis was justified by the need to explore complex inter-variable relationships and test theoretical propositions derived from TAM, Contingency Theory, and Systems Theory.

IV. FINDINGS & DISCUSSION

4.1 Response Rate

The researcher distributed 385 questionnaires. The study received 378 (0.981) out of the targeted 385 respondents as shown in table. The response rate of 98.1% was achieved through electronic questionnaires and follow up was made through phone calls.

4.2 Descriptive Analysis

Descriptive survey and explanatory analysis was done to interrogate relationships between the study variables and establish how they affect organization performance. This analysis provided simple summaries of all study variables and their measures, forming the foundation of every quantitative data analysis. The respondents were to indicate their level of understanding on the questions provided, which addressed various aspects of e-recruitment, e-selection, e-learning and e-performance management, corporate culture and organizational performance within the telecommunication industry.

4.2.1 E-Performance Management Practices

This study sought to determine e-performance management practices undertaken in the telecommunication industry in Kenya. It developed statements where the respondents were asked to rate to which extent performance management practices were applicable in their organizations. The responses were rated on a five Likert scale. These

included 5-Strongly Agree (SA), 4-Agree (A), 3-Partly Agree (PA), 2-Disagree (D) and 2 Strongly Disagree (SD). The results are presented on table.

Table 1

E-performance Management Practices

Statement	% SA	% A	% PA	% D	% SD	Mean	Std. Dev
Employees are appraised at least once a year in my organization	41.0	38.2	6.9	9.2	4.6	3.90	1.15
Feedback is given to all employees through email in my organization	42.4	41.5	3.7	4.6	7.8	3.80	1.22
In my organization, supervisors send communication to all employees on attainment of targets on a daily basis	34.1	40.6	4.6	11.1	9.7	3.86	1.23
Employees are allowed to do self-evaluation and upload the data via intranet for assessment by their various supervisors	34.6	32.3	15.2	7.4	10.6	3.86	1.25
All employees who are unable to attain their targets are immediately put on training programs by my organization	41.9	35.5	11.5	3.7	7.4	3.89	1.23
Daily targets assessment has initiated competitiveness among employees and this has improved service delivery in my organization	50.2	30.9	6.9	4.6	7.4	3.92	1.24
Supervisors in my organization give constructive criticism in a friendly and positive manner to improve performance	50.2	31.8	6.9	3.7	7.4	4.07	1.17
Employees are adequately trained to handle the introduction of new products and services in my organization	40.1	34.6	10.6	5.5	9.2	3.97	1.22

N=378

Findings in Table indicates that employees are appraised at least once a year in the organization, with a moderate mean score of 3.90 and a SD of 1.15, indicating that performance appraisals are a regular practice, with a significant portion of employees receiving yearly evaluations. Feedback is primarily given to all employees through email, scoring similarly with a mean of 3.80 and a SD of 1.22, suggesting that email is the main communication tool for delivering feedback, which is a common practice within the organization. Supervisors communicate daily with employees regarding target attainment, as reflected by a moderate mean score of 3.86 and a SD of 1.23, indicating consistent efforts to provide performance-related information, though it may not be universally applied to all employees.

Employees are encouraged to perform self-evaluation and upload their assessments via the intranet for supervisor review, with a moderate mean score of 3.86 and a SD of 1.25, suggesting that while this practice is supported, it may not be standard for all employees. When employees fail to meet targets, they are promptly enrolled in training programs to improve performance, as shown by a high mean score of 3.89 and a SD of 1.23, with 41.9% of respondents strongly agreeing and 35.5% agreeing. The practice of assessing daily targets has fostered a competitive environment among employees, leading to improved service delivery, as indicated by a high mean score of 3.92 and a SD of 1.24 with 50.2% strongly agreeing and 30.9% agreeing. Supervisors provide constructive criticism in a friendly and positive manner to improve performance, with the highest mean score of 4.07 and a SD of 1.17, reflecting supportive approach by supervisors focused on performance improvement. Finally, employees are adequately trained to handle the introduction of new products and services, as shown by a mean score of 3.97 and a SD of 1.22 with 40.1% strongly agreeing and 34.6% agreeing, ensuring that they can effectively manage changes within the organization.

The results reveal that there was a positive and significant relationship between e-performance management and organization performance. These findings agree with Omollo et al., (2026) who found out that e-performance management had a positive relationship with organization performance. These findings are equally in support with Ahmad et al., (2025) who also found out that it had become essential for e-HRM to embrace Information Technology to adapt to fast changes in computer software, hardware and networks so that performance management in organizations would become effective. This also agrees with Nyathi and Kekwaletswe, (2023) who revealed that the use of e-HRM practices had a positive impact on individual performance and was likely to enhance organizational performance. The employee performance mediation effect was likely to further enhance the effect of e-HRM usage on organization performance. Consequently, Chapano et al., (2022) recommended that there was need for telecommunication mobile network operators to undertake stakeholder management to support full integration of strategic innovations for continuous performance improvement. Additionally, Nur-A-Al Muktedir (2024) concluded that there was a positive impact on e-performance management on organisation performance and by implementing proper e-performance management systems, the organization could optimise performance of employees and enhance organization outcome. However, this study disagrees with that on Naeem et al., (2025) who proved that there was a

negative association between HRM practices and organisation performance. The regression results proved that there was a negative association between HRM practices and organization performance.

4.2.2 Corporate Culture

This study sought to determine e-performance management practices undertaken in the telecommunication industry in Kenya. It developed statements where the respondents were asked to rate the extent to which e-performance management practices was applicable in their organization. The responses were rated on a five-point Likert scale. These included 5-Strongly Agree (SA), 4- Agree (A), 3- Partly Agree (PA), 2- Disagree (DA), 1 Strongly Disagree (SD). The results are presented on table

From the table, findings indicate that employees in the organization feel at ease and comfortable with their colleagues, regardless of title, position, or stature, as reflected by a high mean score of 4.12 and a SD of 1.15, with 36.9% of employees strongly agreeing and 39.2% agreeing. This indicates a positive and inclusive atmosphere where hierarchy does not affect interpersonal relationships. When processes, procedures, or approaches are not working, the organization resolves these issues amicably, as shown by a well-scored mean of 3.94 and a SD of 1.23, with 41.0% strongly agreeing and 47.5 agreeing. This suggests that conflicts and inefficiencies are addressed constructively and amicably. While not all employees may fully understand what drives the organization's success, a significant portion is enlightened on these key factors, as reflected by a moderate mean score of 3.83 and a SD of 1.22, with 34.1% strongly agreeing and 38.7 agreeing.

Table 2
Corporate Culture

Statement	% SA	% A	% PA	% D	% SD	Mean	Std. Dev
I am at ease and comfortable when I'm around my colleagues regardless of their title, position, or stature	36.9	39.2	14.3	4.6	5.1	4.12	1.15
If a process, procedure, approach is not working in my organization it is resolved amicably	41.0	47.5	2.3	5.1	4.1	3.94	1.23
All employees have been enlightened with what drives our organization's success	34.1	38.7	7.8	11.5	7.8	3.83	1.22
My organization have availed internal tools and platforms to help us collaborate and communicate more effectively	24.4	46.1	19.4	4.6	5.5	3.96	1.17
My organization recognizes and rewards everyone who gets to exercise creativity at work	41.5	41.0	12.0	1.8	3.7	3.91	1.24
All employees in my organization know what other departments require from them and this enhances sharing of right information at the right time.	47.5	31.8	12.4	4.6	3.7	3.39	1.39
My organization evaluates every employee on the core values that are important to success	49.8	34.6	10.1	1.8	3.7	3.87	1.19
Employees in my organization help each other to fit in the team	39.6	33.2	14.3	8.3	4.6	3.92	1.20

N=378

The organization provides internal tools and platforms to facilitate collaboration and communication effectively, as demonstrated by a mean score of 3.96 and a SD of 1.17, with 46.1% agreeing and 24.4% strongly agreeing. This indicates that employees have the necessary resources to collaborate effectively. Creativity is recognized and rewarded within the organization, as indicated by a moderate mean score of 3.91 and a SD of 1.24, with 41.5% strongly agreeing and 41.0% agreeing, though this practice may not be universal for all employees. There appears to be room for improvement in interdepartmental awareness, as the statement about employees knowing what other departments require from them scored lower, with a mean of 3.39 and a SD of 1.39 and 47.5% strongly agreeing and 31.8% agreeing. This suggests that the timely exchange of information between departments could be enhanced.

Employees are evaluated based on core organizational values that are important to success, as indicated by a moderate mean score of 3.87 and a SD of 1.19, with 49.8% strongly agreeing and 34.6% agreeing. This reflects that core values play a role in employee evaluations, though it may not be universally applied to all employees. Lastly, there is a culture of teamwork and mutual support, where employees help each other to fit into teams, as shown by a mean score of 3.92 and a SD of 1.20, with 39.6% strongly agreeing and 33.2% agreeing. This reflects a supportive environment within teams. This study agrees with Naranjo-Valencia et al., (2016) who found that innovation mediates the relationship between certain types of corporate cultures and organization performance. Rukumba (2021) concluded that fostering employee learning, fostering better customer service, fostering efficiency and productivity within the firm, enhanced the overall workforce productivity

In a study by Ali and Ullah (2018) on local and multinational companies' employees located in Cairo, Egypt showed that the brand image of the organization had improved both work-related attitudes and work behaviour were related to organizational performance. Muteshi et al., (2024) established that organizational culture significantly moderated the relationship between organizational learning and employees' performance for firms that were higher in people orientation. Rizal et al., (2021) found out that organizational culture moderated the relationship between work motivation and performance and job satisfaction with performance, which had a good effect. This means that a good organizational culture would have influence on these variables. However, this study disagreed with that of Sulaeman and Nurcoholidah (2023) which showed a significant but negative relationship between consistent pattern of behaviour and organizational performance.

4.2.3 Organization Performance

This study sought to determine the relationship between e-HRM practices and organization performance in the telecommunication industry in Kenya. It developed statements where the respondents were asked to rate the extent to which e-HRM practices improved organization performance. The responses were rated on a five-point Likert scale. These included 5- Strongly Agree (SA), 4 – Agree (A), 3 – Partly Agree (PA), 2- Disagree (D) and 1 Strongly Disagree (SD). The results are presented on the table.

Table 3

Organization Performance

Statement	% SA	% A	% PA	% D	% SD	Mean	Std. Dev
The market share of my organization has increased over the last one year	52.1	34.1	0.5	7.8	5.5	3.95	1.122
Employee productivity in my organization has increased in the last one year	47.9	33.2	6.0	7.4	5.5	4.16	1.06
There is enhanced cost saving in my organization	40.6	34.1	11.1	9.2	5.1	3.92	1.21
The brand image of my organization has improved for the past one year	41.5	32.7	12.0	7.4	6.5	3.85	1.09
Customer satisfaction has improved in my organization for the last one year	39.6	26.7	14.3	12.4	6.9	4.05	1.06
My organization has reached several geographical locations through virtual platforms of recruitment	15.2	19.8	18.4	30.4	16.1	3.96	1.17
Customers' complaints are handled faster than any other issue by my organization	36.9	35.9	10.6	12.4	4.1	3.66	1.30
Reputation of my organization has improved in the eyes of our customers for the last one year.	36.9	35.9	10.6	12.4	4.1	3.92	1.14

N=378

Over the past year, a significant portion of respondents (52.1%) strongly agreeing reported that the organization's market share has increased, indicating that the organization has made notable strides in expanding its market presence, with a mean score of 3.95 and a SD of 1.12. Employee productivity has also improved, with 47.9% of respondents strongly agreeing and 33.2% agreeing, reflecting an increase in workforce efficiency and output, as evidenced by a mean score of 4.16 and a SD of 1.06. The organization has successfully implemented cost-saving measures, as suggested by a mean score of 3.92 and a SD of 1.21, with 40.6% of respondents strongly agreeing and 34.1% agreeing.

Additionally, the organization's brand image has improved, as reflected by a means score of 3.85 and SD of 1.09, with 41% strongly agree and 32.7% agreeing, suggesting a positive shift in public perception. Customer satisfaction has also increased, with 39.6% of respondents strongly agreeing and 26.7% agreeing, reflecting the organization's effective efforts to enhance the customer experience as indicated by a mean score of 40.5 and SD of 1.06. The organization has expanded its geographical reach through virtual platforms for recruitment, with a moderate to positive response (15.2% strongly agreeing, 19.8% agreeing), as demonstrated by a mean score of 3.96 and a SD of 1.17. This indicates that the organization has broadened its recruitment capabilities across more locations.

The perception that customer complaints are handled faster than other issues was moderately favourable, with 36.9% of respondents strongly agreeing and 35.9% agreeing, suggesting that the organization is addressing customer concerns promptly, though there is still room for improvement, as reflected by a mean score of 3.66 and a SD of 1030. Finally, the improvement in the organization's reputation with customers over the past year received positive feedback, with 36.9% strongly agreeing and 35.9% agreeing, as reflected by a means score of 3.92 and a SD of 1.14, indicating that the company has successfully built a stronger, more positive reputation.



In a study by Ahmad et al., (2025) on local and multinational companies’ employees located in Cairo, Egypt showed that the brand image of the organization had improved the work-related attitudes and work behaviour as related to organizational performance. A study by Sulaeman and Nurcholidah (2023) showed a significant but negative relationship between consistent pattern of behaviour and organizational performance. Dhar (2015) indicated that the productivity and quality of services or products expressed as a function of employees’ ability to complete the task in a timely manner, within the required specified quantity and quality standards that best meet the expectations of customers. Nazimi et al. (2022) measured organization performance in terms of customer satisfaction and quality of work only.

4.3 Interview Results

The researcher interviewed four key informants from the human resource management department referred to as HR Officer 1, HR Officer 2, HR Officer 3, and HR Officer 4. The interview was aimed at collecting data on how electronic human resource management practices had influenced the organization performance of telecommunication organizations in Kenya. HR Officer 1 had five years of experience in the organization, HR Officer 2 had nine years, HR Officer 3 had four years, and HR Officer 4 had twelve years of experience in the organization. From the research findings, their main responsibilities included managing employees, ensuring compliance, recruitment, selection, on-boarding, managing employees records, develop and implementation of training programs, performance management by setting goals and conducting performance appraisals and providing feedback to employees. The response was triangulated.

4.3.1 Inferential Analysis

In order for the study to be able to make inferences, test hypothesis and draw conclusion, the study used inferential statistics, correlation and regression analysis regarding the independent and dependent variables. The study correlated e-performance management practices against organization performance using Pearson Product Moment correlation analysis test to measure the strength of the relationship between the variables. This correlation was computed using independent variables scores and organisation performance as the dependent variable. The analysis was as indicated in the table below.

Table 4

Correlations Results between Independent Variables and Dependent Variable

		Organization Performance	e-Recruitment	e-Selection	e-Training	e-Performance management
Organization Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	378				
	Sig. (2-tailed)	.000				
	N	378	378			
	Sig. (2-tailed)	.000	.000			
	N	378	378	378		
	Sig. (2-tailed)	.000	.000	.000		
e-Performance management	N	378	378	378	378	
	Pearson Correlation	.907**	.758**	.872**	.918**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	378	378	378	378	378

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

The results presented in table illustrate the correlation between the independent variables and the dependent variable e-Performance Management, and Organization Performance. A p-value (Sig.) < 0.01 signifies that the correlation is statistically significant at the 99.0% confidence level. The results presented in this table indicate a positive and significant correlation between e-recruitment practices and organizational performance (r=0.740, p<0.01). The study's findings also established a positive and significant correlation between e-selection practices and organizational performance (r=0.821, P<0.01). E-training practices is also positively and significantly correlation to organization performance (r=0.876, p<0.01). The results showed that e-performance management practices is positively and significantly correlated to organization performance (r=0.907, p<0.01). These findings underscore the strong and significant relationship between e-HRM practices and organization performance. Each independent variable contributes positively to enhancing overall organizational performance, with e-performance management having the strongest correlation.



4.3.2 Effect of e-Performance Management Practices on Organization Performance

The study sought to establish the effect of e-performance management practices on organization performance. To do so, the study developed a null hypothesis to be tested.

H_{04} : E-Performance management practices have no significant effect on organization performance. Simple linear analysis test was used to test the hypotheses. The study formulated the following model to test this effect

$$OP = \beta_0 + \beta_1 EP + e$$

Where: OP = Organization Performance

β_0 = Constant

β_1 = Slope associated with e-performance management

EP = e-performance management

e = error term

The simple linear regression analysis results for e-performance management practices are presented on table

4.3.3 Simple Linear Regression Analysis Results for e-Performance Management Practices

Table 5

Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.907 ^a	.823	.822	.42819		
Analysis of Variance						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	319.873	1	319.873	1744.610	.000 ^b
	Residual	68.939	376	.183		
	Total	388.812	377			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.431	.085		5.047	.000
	e-Performance management	.880	.021	.907	41.769	.000

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), e-performance management practices

According to the table, the R value, which indicates the correlation between the predictors and the dependent variables, was 0.914. The findings demonstrated that the predictor variables significantly influenced organizational performance. The coefficient of determination (R²), which indicates the percentage of variance in the dependent variable explained by the predictor(s) in our sample data, was 0.835, reflecting the proportion of variance in organizational performance attributed to the predictor variables. R² values range from 0 to 100 percent, where a value of 0 signifies that none of the variability in the response data is explained by the model, and a value of 100 percent indicates that the model accounts for all variability around the mean. Therefore, an R² value of 0.835 suggests that the model demonstrates a strong fit to the data. An analysis of variance (ANOVA) was conducted to assess the significance of the predictor variables in relation to organizational performance. An F statistic of 1744.610 showed a significant model. A probability (p) value of 0.000 (p<0.05), supported this, showing that the model used had the capacity to statistically significantly predict the outcome variable (organization performance). This means that e-performance management practices was a strong predictor of organization performance. The regression coefficients that can be used for model fitting revealed that a unit increase in e-performance management practices causes an increase of 0.880 in Organization Performance. The results gave the study a simple linear regression equation of:

$$OP = 0.431 + 0.880 EP$$

The equation shows that with each individual unit change in the e-performance management practices, the organization performance would increase by 0.880. Results of this study indicated that e-performance management practices positively and significantly influence organisation performance ((beta=0.880, P=0.000) and therefore the null hypothesis that e-performance management practices do not have any significant impact on organisation performance is rejected.

This study agrees with another study by Nyathi and Kekwaletswe, (2023) which revealed a positive impact on individual performance that was likely to enhance organizational performance. Consequently, Chapano et al., (2022), recommended that there was need for telecommunication mobile network operators to undertake stakeholder management to support full integration of innovations for continuous performance improvement. Ahmed et al., (2025)

concluded by implementing proper e-performance management systems, the organization could optimise performance of employees and enhance organisation outcome.

A Key informant stated:

“E-performance management was done quarterly for new staffs and twice a year for old staff. The underperforming employees were given coaching and improvements plans scheduled for them”.

Another informant stated:

“Some underperforming staffs were mentored and scheduled skill enhancements. All employees were given performance appraisal feedback immediately after the exercise. In case of any complaint, review meetings were scheduled and communication was done via staff soft noticeboard system”.

Mahmoud et al., (2020) concluded that there was a positive correlation between employee’s motivation and performance. However, this study disagreed with Pradhan et al., (2023) results which proved that there was a negative association between e-HRM practices and organization performance.

4.4 Regression Analysis

In this research a multivariate regression model was used to establish the significance of the independent variables in the context of the dependent variable that was the performance of the organization. This assists in the identification of the statistical significance of the predictor variables employed in this research. The research examined the effectiveness of the interaction of the predictor variables with the organization performance. The regression model was as follows:

$$Y = a + \beta_1 X_1 + \epsilon$$

Where:

Y = Organization performance

a = Y intercept

β_1 = the slope of the regression line for each independent variable

X_1 = e-Performance management practices

ϵ = Error term

The results of multiple linear regressions are presented as shown on table

Table 6
Multiple Linear Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.914 ^a	.835	.834	.41411		
Analysis of Variance						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	324.847	4	81.212	473.577	.000 ^b
	Residual	63.964	373	.171		
	Total	388.812	377			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.337	.098		3.426	.001
	e-Performance Management	.633	.055	.652	11.534	.000
	e-Performance Management	.633	.055	.652	11.534	.000

According to the table, the R value, indicating the correlation between the predictors and the dependent variables, was 0.914. The findings demonstrated that the predictor factors significantly influenced organizational performance. The coefficient of determination (R^2), indicating the percentage of variation in the dependent variable explained by the predictors in our sample data, was 0.835, reflecting the proportion of variance in organizational performance attributable to the predictor variables. R^2 ranges from 0 to 100 percent, with a value of 0 signifying that the model explains none of the variability in the response data, and 100 percent indicating complete explanation of the variability around the mean. Therefore, an R^2 value of 0.835 suggests a strong fit of the model to the data. Also, an analysis of variance (ANOVA) was done to see if the predictor factors were a good way to figure out how well the company would do. As seen in the table an F statistic of 473.577 indicated a significant model. The probability (p) value of 0.000 ($p < 0.05$) substantiated that the applied model can statistically substantially predict the outcome variable (organizational performance). This indicates that predictor factors effectively forecasted organizational performance.



Multiple regressions was utilized to ascertain the association between organizational performance and the variables and e-performance management. According to the table, the multiple linear regression equation model applied in the study is:

$$OP = 0.337 + 0.633EP$$

Based on the linear regression equation, the coefficient represents the extent to which the predictor variables change with the performance of the organization holding other variables constant. This predictor is statistically significant based on the model therefore it was utilized in model fitting. 0.633 is the value of 4 in the model which indicates that a one unit increase in e-performance management will lead to 0.633 increases in organization performance. This is also a statistically significant predictor that was utilized in the model fitting.

From the table, it is evident that e-performance management is statistically significant and has a strong influence on organization performance in telecommunication industry. Organizations should prioritize e-performance management practices to drive performance improvements. The model highlights that different e-HRM practices contributed unequally to organization performance. Focusing on the most impactful practices, such as e-performance management, can yield the most significant performance gains.

In study done by Nyathi and Kekwaletswe, (2023) e-HRM use, complemented by human resource best practices has a positive impact on individual performance and was likely to enhance organizational performance gains. Consequently, in a study done by Chapano et al., (2022), recommended that there was need for telecommunication mobile network operators to undertake stakeholder management to support full integration of strategic innovations for continuous performance improvement. Mahmoud et al., (2020) discovered that performance assessment indicators influenced employees' motivation and job performance. The data demonstrate a favorable association between employee motivation and performance. This study, however, contradicts Pradhan et al., (2023), since the regression findings indicated a negative correlation between HRM practices and organizational performance.

4.5 Hypotheses Tests

Using the five research objectives in the study, corresponding hypotheses were formulated. The study tested these hypotheses to establish the statistical significance of the influence of Electronic Performance Management Practices, corporate Culture and Organization Performance. The hypotheses were tested through statistical analysis, which involved measuring and examining a random sample of the population under analysis. The testing process included: Stating the hypotheses, planning the analysis, analysing the sample data, and interpreting the results. This structured approach ensured a rigorous evaluation of the relationship between the variables in the study.

Table 7

A Summary of Hypotheses Testing

	Hypotheses		Beta (β) value	P value	Decision
H ₀₄ :	e-performance management has no significant influence on organisation performance	H ₀₄ = μ	.880	.000	Rejected
H ₀₅ :	Corporate culture has not significant moderating influence on the relationship between e-HRM practices and organization performance	H ₀₅ = μ	.064	.000	Rejected

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The findings revealed that e-performance management is a strong and statistically significant predictor of organizational performance. Practices such as regular appraisals, timely feedback, self-evaluation, and targeted training were found to enhance employee productivity, service quality, and overall organizational outcomes. The regression analysis confirmed that each unit increase in e-performance management practices led to a corresponding increase in performance ($\beta = 0.880, p < 0.001$), underscoring the strategic value of electronic performance systems.

Corporate culture as a moderator revealed that its inclusion slightly improved the explanatory power of the model (R^2 change from 0.631 to 0.632), however, the moderation effect was not statistically significant. Nonetheless, qualitative insights indicated that inclusive, communicative, and supportive cultures contribute to a conducive environment for e-HRM implementation. However, gaps in interdepartmental coordination and expectation alignment were noted, suggesting areas for cultural strengthening. In summary, the study affirms that e-performance management significantly enhances organizational performance, and that corporate culture—though not a statistically strong moderator—plays a complementary role in shaping the effectiveness of digital HR practices.

5.2 Recommendations

Based on the study findings, the study recommends that organizations strengthen e-performance feedback systems by providing timely and constructive feedback through digital platforms to enhance employee alignment with performance goals and continuous improvement. Organizations should also institutionalize daily performance targets to promote accountability and healthy competition, particularly in service delivery roles.

In addition, targeted e-training programs should be enhanced to address skill gaps and support employees during new product or service rollouts. Cross-departmental communication should be improved to increase visibility of expectations, reduce silos, and strengthen collaboration.

Furthermore, organizations should leverage corporate culture by promoting values such as creativity, inclusivity, and recognition to reinforce the effectiveness of e-HRM systems. Finally, employees who demonstrate innovation and initiative should be rewarded to encourage continuous improvement and improved performance.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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