EFFECTS OF HUMAN RESOURCE INFORMATION SYSTEMS ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR IN KENYA CASE OF THE NATIONAL SOCIAL SECURITY FUND

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ABSTRACT

Employee performance is one of the key tools for measuring a company's vigor towards competitive advantage and efficiency in its operations. The study evaluated the effect of the Human Resource Information system elements such as E-recruitment, E-payroll, E-training, and E-performance management on employee performance at NSSF. The study sought to; determine the effect of E-recruitment on employee performance in the public sector in Kenya, ii) study E-training's effect on employee performance at the selected organization, iii) establish the effect of E-Payroll Management on performance at selected organizations and iv) evaluate the role of E-performance management system on employee performance at selected organizations. To achieve the stated objectives, a quantitative research design was adopted. From a target population of 500 employees, comprising of different categories of employees at NSSF Nairobi Head Office and branches within the city, a simple random sample of 80 participants was drawn for analysis and inferencing. Data was collected from the participants using online questionnaires and analyzed in SPSS using descriptive, correlation, and regression techniques. From the analysis, the study found positive correlations between employee performance and the various effects of the Human Resource Information system: E-training ($r = .403$, $p < .001$), E-recruitment ($r = .658$, $p < .001$), E-payroll ($r = .118$, $p = .308$) and E-performance management ($r = .221$ $p = .054$). Moreover, a regression analysis conducted further revealed that employee performance was positively determined by the effects of the Human Resource Information system (E-recruitment ($p < .001$), E-training ($p = .002$), E-payroll ($p = .433$), and E-performance management ($p = .012$)). Therefore, based on the findings, the researcher recommended that organizations focus more on the advancement and more embracement of the HRIS as they have a significant effect on employee performance.

Keyword: *E-Payroll E-Management, E-Performance, E-Management, E-Recruitment, E-Training*

1. Introduction

Technology innovations have increased in the Human resource sector, leading to better human resources management. Human resource managers' innovations refer to the different technological improvements that Human resource managers have adopted to improve the efficiency and effectiveness of their work. Innovation is defined as the act of transforming an idea into reality. With the changes in human resources management and the diversity experienced in the workplace, innovation is needed to get better results and improve employee and general performance (Stone *et al.,* 2015). There is also a change in the organization structure and, thus, a need to adapt to better employee management systems. The increased employee turnover rate in different organizations needs to be curbed, and employees' experience within the organizations improved. The traditional HRM has so far failed to

catch up with these changes and, therefore, the need to implement Human resource managers' innovations that are more efficient and effective.

Human Resource Innovations include e-recruitment, e-training, e-payroll management, and e-performance management. With the technological innovations being applied in the human resource departments, it has become easy to manage human resources and, therefore, essential for successful businesses worldwide. There is the transformation of technology and more so in the information and communication sectors, thus acting as the drivers of employee performance and the general organization performance in the business world.

1.1 Global Perspective on Human resource information systems

Since its introduction in the 1950s, human resource management technology has constantly changed. Prospective economic and strategic competitiveness is anticipated to belong to the businesses that are better able to draw in, engage, and cultivate a wide range of the finest and sharpest human talent available in the corporate world (Kavanagh *et al.*, 2012).

According to Kaufman (2015), most American corporations have been under increasing pressure to simplify activities, concentrate on core capabilities, and cut expenses due to demand from capital markets for higher short-term profitability. Technologies related to human resources have much potential due to the desire to improve the effectiveness and efficiency of human resource management. Because of this, numerous fresh companies are launching e-HRM via online platforms to draw in the younger workforce, constantly searching for improved methods of HRM inside an organization.

1.2 Regional Perspective on Human Resource Information Systems

The human resource function in Africa needs to be more proactive in its use of human resource information systems to provide integrated human resource services (Troshani *et al.*, 2011). Most organizations rely on traditional methods for delivering human resource services. In Africa, for instance, there are some common barriers, such as too much focus on costs. These are notably the capital expenditure and operational overheads; the organization leaders fail to see the benefits of human resource systems, the lack of forwarding strategic thinking, the fear of losing jobs to technology, and the lack of Information, skills, and visibility of market offerings have largely prevented the human resource units in organizations from fully embracing technology.
Despite these barriers, many Kenyan organizations' human resource management function constantly seeks ways to improve operational efficiency and recognize the strategic value of technology in human resource management. Corporations may profit greatly from an all-in-one platform that could minimize mistakes, cycle times, and attrition and provide managerial assistance whenever they embrace human resource data solutions (Teotia, 2012). Nevertheless, concerted efforts have been made in Kenya to raise the nation's innovation level. ICT and human resource management technologies are viewed as major forces behind economic and social progress in Kenya by the government and NGOs (GoK - Ministry of Information, 2008).

In response to these developments, Kenya has implemented a number of initiatives to elevate its utilization of technology in the realm of human resource management. These initiatives include the e-citizen strategy, which aims to facilitate the effective implementation of ICTs in all government services, such as the human resource management function of various government agencies (GoK - Ministry of Information, 2008). Additionally, the Human Resource Management Information System (HRMIS) is an ICT platform specifically designed to deliver efficient, cost-effective public sector HR services (Teotia, 2012).

IT-related startups have raised their presence in the market and are moving faster than traditional methods to provide companies with fast, automated and efficient HR solutions to keep them competitive (GoK – Ministry of ICT, 2016). Additionally, private companies have developed tailored HR software and applications to cater to specific HR needs; such as personnel monitoring systems, attendance tracking and payroll management (Berghazi & Abdelkhalak, 2018).

Therefore, technological advances have allowed Kenyan organizations to greatly improve the efficiency and accuracy of their human resource management functions. Progressive ICT initiatives are helping to streamline human resource related functions, reduce processing times, and minimize mistakes. IT-related startups and private companies are providing tailored software and applications to assist in personnel monitoring, attendance tracking, and payroll management. As organizations embrace technological advances in human resource management, greater operational efficiency and economic and social progress will be seen.

1.3 *Problem Statement*

In any organization or professional setting, the human resources department is a key and crucial area that manages many fundamental functions. Functions like record keeping, recruitment and training, and relational assistance, among others, are all tasked to the human resources department. An organization's success in executing its function is partially attributed to an effectively managed human resource department, as it provides the structure and ability to deal with some problems related to the most important resource of an organization, the human workforce (Patrick & Mazhar, 2019).

With the rapid advancements in the human resource sector due to technological growth, reducing operational costs, and meeting customer demands, respective systems have been implemented to ensure effectiveness in the human resource department. In a study by Bondarouk & Brewster (2016), Reduced costs due to less duplication of efforts, more access to human resource data, improved analysis of the different issues affecting the organization, and better decision-making procedures are some of the benefits accrued to an organization with an advanced human resource system. Adopting advancements like human resource information systems has many benefits for an organization, employees, and customers.

Human resource (HR) professionals are often afraid that technology will replace them. This is a valid concern, as technology is becoming increasingly sophisticated and capable of automating many HR tasks (Kleynhans, 2017). However, HR professionals should not view technology as a threat. Instead, they should view it as an opportunity to improve their efficiency and effectiveness. By embracing technology, HR professionals can free up their time to focus on more strategic tasks, such as talent acquisition and employee development. This fear can prevent HR professionals from fully embracing technology. They may be reluctant to invest in new technology, or they may be hesitant to use it in their day-to-day work. This can prevent organizations from realizing the full benefits of technology (Chelimo, 2010). To address this problem, HR professionals need to be educated about the benefits of technology. They need to understand how technology can help them to improve their efficiency and effectiveness. They also need to be assured that technology will not replace them. Instead, technology can help them to become more productive and valuable members of the organization.

Research-based knowledge and Information gathered it is notable that many similar studies focus on the effects of human resource information systems on organizational performance rather than individual performance. The researcher did not find any related or published research on the effects of the human resource Information Systems on employee performance based in a service industry NSSF, therefore proceeded with the study.

Numerous studies have sought to assess the effects of Human Resource Information Systems (HRIS) on employee performance within the service industry. Studies conducted by Bah et al. (2022) and De Alwis et al. (2022) determined that the presence of HRIS led to an increase in employee performance in the service industry. A study by Kaygusuz (2016) found that HRIS had a significant impact on employee productivity and efficiency at an organizational level, and according to their quantifiable results, the model indicated a 48% explanatory rate of the impact on personal performance. A further study by De Alwis et al. (2022) also found that the implementation of HRIS improved the efficiency, speed, and accuracy of service delivery, and these improvements contributed to increased employee performance.

The traditional HRM system is not effective in managing the changing workforce. The workforce is becoming more diverse, with employees from different backgrounds, cultures, and experiences. The traditional HRM system is not equipped to handle this diversity. As a result, organizations are experiencing high turnover rates and low employee morale. For example, a study by the Society for Human Resource Management found that 74% of organizations have experienced an increase in employee turnover in the past year. This is a significant problem, as turnover can be costly for organizations. It can cost up to two times an employee's annual salary to replace them. In addition,

turnover can lead to decreased productivity, as new employees need time to learn the ropes. The traditional HRM system is also not effective in managing the changing needs of the organization. As the organization changes, the HRM system needs to change with it. However, the traditional HRM system is rigid and inflexible, making it difficult to adapt to change. This can lead to problems such as employees not being able to find the training they need or not being able to get the resources they need to do their jobs effectively.

Despite these findings, there have been fewer studies conducted into the effects of HRIS on employee performance data from the National Social Security Fund (NSSF). Therefore, there is a knowledge gap in research concerning the effects of HRIS on employee performance within the NSSF. This research study seeks to provide a comprehensive analysis of the effects of HRIS on employee performance within the NSSF to fill this knowledge gap.

1.4 Research Objectives

i. To determine the effect of E-recruitment on employee performance in public sector organizations in Kenya.

ii. To establish E-training's role in employee performance in Kenya's public sector organizations.

iii. To establish the effect of E-Payroll management on employee performance in public sector organizations in Kenya.

iv. To evaluate the influence of the E-performance management system on employee performance in public sector organizations in Kenya.

1.5 Research Questions

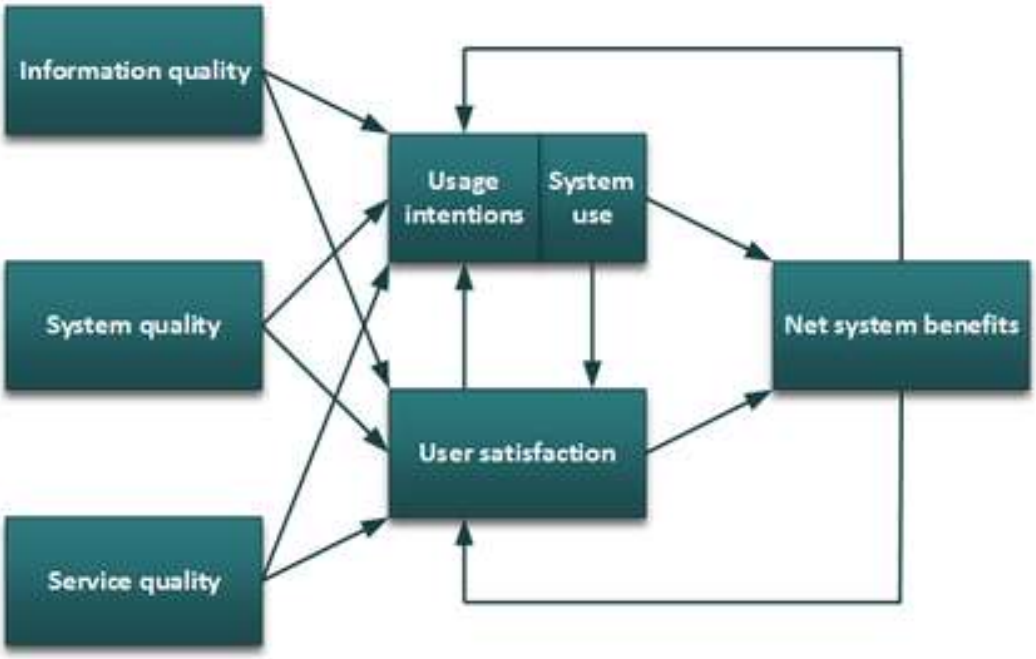
This study aims to determine the effect of human resource information systems on employee performance. The followings are the research questions and hypotheses that will guide this study:

i. How does E-recruitment affect employee performance in public sector organizations in Kenya?
ii. What role does E-training play in employee performance in Kenya's public sector organizations?
iii. To what extent does E-Payroll management influence employee performance in……?
iv. What is the influence of does E-performance management system on employee performance in public sector organizations in Kenya?

2.0 LITERATURE REVIEW

2.1 De lone and McLean information systems success model

The De Lone and McLean information systems success model (also called the I.S. success model or information systems success model) defines an information system (I.S.) theory that aims to offer an integrated understanding and Information about success through the identification, description, and evaluation of relationships (DeLone & McLean, 2003). The I.S. success model utilizes six critical dimensions when evaluating relationships. The I.S. theory was developed in 1992 by William H. De Lone and Ephraim R. McLean and later refined by the authors following feedback from scholars in the field. The six dimensions of the I.S. success model include Information quality, System quality, Service quality, System use/usage intentions, User satisfaction, and Net system benefits, as indicated in Figure 2.1



2.2 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) defines an information system theory that projects how users accept and use technology (Davis, 1989). The various elements/ dimensions of the TAM include the actual system and behavioral intention. The actual system defines the point where users interact with the technology in focus, as behavioral intentions are the factors that motivate people to utilize the technological component. According to Ma & Liu (2004), individuals utilize new technology based on perceived usefulness and ease of use. Suppose the team members at NSSF perceive the available resources as useful and easy to use. In that case, there is a high probability that they will utilize the new forms of technology, thereby positively influencing the organization's performance. An illustration of the interrelation between the actual system and the behavioral intentions is explained in Figure 2.2

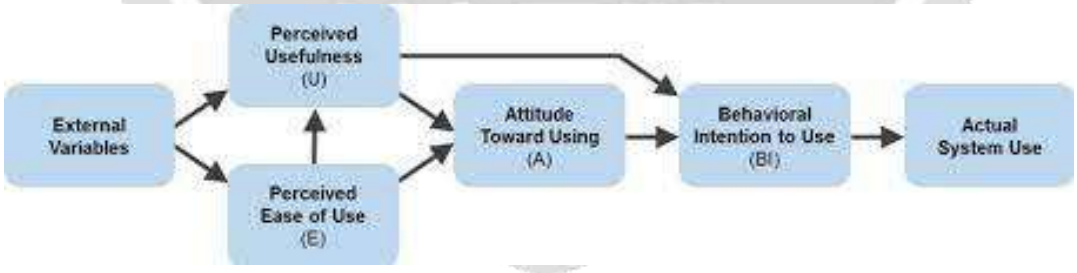


Figure 2.1 Technology Acceptable Model

2.3 Socio-technical System Theory

The Socio-technical system theory (STS) refers to the Information and organizational approach where complex work structures are assessed to understand the interaction between technology and its users in a workplace environment (Bednar & Welch, 2020). Socio-technical systems also include coherent systems of technical resources, human relations, and cybernetic processes and how these coherent systems interact as part of a large and complex whole. For example, this research study aims to show how different coherent independent variables (including E-recruitment, E-Training, E-Payroll, and E-Performance Management) interact and influence the dependent variable (NSSF's performance). Another example of a socio-technical system is the social society and its substructures, such as community, family, healthcare institutions, and religion.

As the name suggests, socio-technical systems concern the interrelation between an organization's social and technical aspects (Bednar & Welch, 2020). Therefore, the socio-technical systems theory is relevant to this research study as the study focuses on how technological resources such as HRIS can be utilized to improve performance elements at NSSF. According to the socio-technical systems theory, the interaction between technical and social work factors creates an opportunity for success or failure in the performance of an organization. This social and technical organizational interaction comprises linear and non-linear relationships. Linear relationships are usually designed as "cause and effect" relationships, while non-linear relationships are more complex and much less predictable.

Consequently, the socio-technical systems theory guides that independently optimizing each aspect (Social or technical) increases unpredictability/non-linear relationships and harmful relationships to the system's overall performance. This means that suppose NSSF made a strategic decision to improve the organization's overall performance by improving its foundational elements, and it is important to distribute change between the social and technical aspects of the organization (Bednar & Welch, 2020).

3. RESEARCH METHODOLOGY

3.1 Research Design

A quantitative method was considered more appropriate and fitting due to the investigational purpose of relational variables that are numerical and statistical versus being an understanding of a specific phenomenon (Cozby, 2009). Furthermore, the reason why the study focused more on the quantitative methodology is due to the ability to collect data from large sample sizes, which lends to the generalization of the findings (Smith, 2015), easily quantified variables which are measured in different levels for drawing inferences and observing significant relationships between the variables. In this study, the quantitative approach will be applied as it gives deductive reasoning in understanding how the respondent's opinions on the various human resource information systems impact their performances.

3.2 Target Population

The target population for the study comprised different categories of employees at NSSF Nairobi Head Office and branches within the city.

3.3 Sample Size and Sample Frame

A sample size is a fraction of the population studied, and inferences about the target population are made based on the sample findings. Random sampling was conducted for the study. This is a sampling technique where each member of the subset population has an equal probability of being included in the study. The study focused on 80 employees occupying different management levels at the National Social Security Fund in Nairobi's Head Office and branches within the City.

The sample size was 80 respondents, which was determined using Fischer's formula

The estimated sample size = 217 respondents. However, due to the inclusion and exclusion criteria, a sample of 80 were identified as successful participants for the study.

3.5 Data Collection Instruments and Procedure

The study adopted open-ended questionnaires. According to (Mugenda & Mugenda, 2003), open-ended questionnaires are good to use because they allow the respondents to express their views, opinions, and recommendations.

4 RESEARCH FINDINGS AND DISCUSSION

Table 1.1: Age of the Respondents

Age of the participants					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 30	18	23.1	23.1	23.1
	31-40	25	32.1	32.1	55.1
	41-50	21	26.9	26.9	82.1
	Above 50	14	17.9	17.9	100.0
	Total	**78**	**100.0**	**100.0**	

Table 4.2 Gender Frequency table.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	43	55.1	55.8	55.8
	female	34	43.6	44.2	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		**78**	**100.0**		

Table 4.3 : Level of education Frequency table

Level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	21	26.9	27.3	27.3
	Masters and beyond	23	29.5	29.9	57.1
	Diploma	33	42.3	42.9	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		

Total	**78**	**100.0**

Table 4.4 Kolmogorov-Smirnov test Results

One-Sample Kolmogorov-Smirnov Test

			Average employee performance	E-Recruitment	E-Training	E-Payroll	E-Performance management
N			77	77	77	77	77
Normal Parameters a,b	Mean		75.4387	2.01	2.35	1.05	1.29
	Std. Deviation		16.11105	.910	1.952	.223	.455
Most Extreme Differences	Absolute		.191	.257	.133	.540	.449
	Positive		.105	.257	.133	.540	.449
	Negative		-.191	-.250	-.114	-.408	-.265
Test Statistic			.191	.257	.133	.540	.449
Asymp. Sig. (2-tailed)c			.000	.000	.002	.000	.000
Monte Carlo Sig. (2-tailed)d	Sig.		.000	.000	.002	.000	.000
	99% Confidence Interval	Lower Bound	.000	.000	.001	.000	.000
		Upper Bound	.000	.000	.003	.000	.000

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Table 4.5 Descriptive statistics for the Employee Performance.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Employee performance	77	26.09	95.65	75.4387	16.11105	-.744	.274
Valid N (listwise)	77						

Table 4.6 Descriptive statistics for the independent variables

Statistics					
		E-Recruitment	E-Training	E-Payroll	E-Performance management
N	Valid	77	77	77	77
	Missing	1	1	1	1
Mean		2.01	7.35	1.05	1.29
Std. Deviation		.910	1.952	.223	.455
Skewness		.081	.591	4.119	.968
Std. Error of Skewness		.274	.274	.274	.274
Minimum		1	0	1	1
Maximum		4	8	2	2

Table 4.7 E-Recruitment Frequency table.

E-Recruitment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very good	30	38.5	39.0	39.0
	Good	17	21.8	22.1	61.0
	Fair	29	37.2	37.7	98.7
	Poor	1	1.3	1.3	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		78	100.0		

Table 4.8 : E-Training Frequency table

E-Training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.3	1.3	1.3
	3	2	2.6	2.6	3.9

	4	12	15.4	15.6	19.5
	5	12	15.4	15.6	35.1
	6	10	12.8	13.0	48.1
	7	19	24.4	24.7	72.7
	8	14	17.9	18.2	90.9
	9	7	9.0	9.1	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		78	100.0		

Table 4.9: E-payroll frequency table.

E-Payroll					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	73	93.6	94.8	94.8
	No	4	5.1	5.2	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		78	100.0		

10Table 4.10: E-Performance management table.

E-Performance management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	70.5	71.4	71.4
	No	22	28.2	28.6	100.0
	Total	77	98.7	100.0	
Missing	System	1	1.3		
Total		**78**	**100.0**		

Table 4.11 Correlation between Employee Performance and the human resource information systems.

Correlations						
		Average employee performance	E-Recruitment	E-Training	E-Payroll	E-Performance management
Average employee performance	Pearson Correlation	1	.658**	.403**	.118	.221
	Sig. (2-tailed)		.000	.000	.308	.054
	N	77	77	77	77	77
E-Recruitment	Pearson Correlation	.658**	1	.258*	-.068	.054
	Sig. (2-tailed)	.000		.023	.556	.638
	N	77	77	77	77	77
E-Training	Pearson Correlation	.403**	.258*	1	-.043	-.073
	Sig. (2-tailed)	.000	.023		.710	.530
	N	77	77	77	77	77
E-Payroll	Pearson Correlation	.118	-.068	-.043	1	-.019
	Sig. (2-tailed)	.308	.556	.710		.873
	N	77	77	77	77	77
E-Performance management	Pearson Correlation	.221	.054	-.073	-.019	1
	Sig. (2-tailed)	.054	.638	.530	.873	
	N	77	77	77	77	77

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

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

Table 4.11: Model Summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734a	.538	.512	11.25045

a. Predictors: (Constant), E-Performance management, E-Payroll, E-Training, E-Recruitment

Table 4.12: ANOVA table

ANOVAa					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	10613.785	4	2653.446	20
	Residual	9113.226	72	126.573	
	Total	19727.011	76		

a. Dependent Variable: Average employee performance

b. Predictors: (Constant), E-Performance management, E-Payroll, E-Training, E-Recruitment

Table 4.13: Regression coefficients table.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	45.249	7.996		5.659	.000
	E-Recruitment	10.142	1.474	.573	6.880	.000
	E-Training	2.161	.673	.267	3.209	.002
	E-Payroll	4.565	5.794	-.063	-.788	.433

E-Performance management	7.364	2.854	.208	2.580	.012

a. Dependent Variable: Average employee performance

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

E-recruitment was found to be positively correlated with employee performance which was attributable to the fact that organizations with E-recruitment systems are able to identify and select higher quality job applicants, which may further enhance employee performance. Furthermore, from the regression analysis, e-recruitment was found to have a positive effect on employee performance, and this could indicate that, by utilizing digital tools that streamline the recruitment process, organizations are able to select better-performing employees and hire those that fit with the organization's mission, goals, and values more efficiently.

Based on the analysis, E-training descriptive statistics indicate that the high mean in favor of e-training and the moderate-to-good performance of the respondents suggested that e-training has a role on the employee performance. On the other hand, E-training was found to be positively correlated with employee performance which relates with the fact that E-training plays a vital role in enabling employees learn new skills and knowledge efficiently. A regression analysis conducted further revealed that e-training was positively associated with better employee performance, a suggestion it provides employees with sufficient training, guidance, and feedback which lead to better performances.

The descriptive analysis results indicated that majority of the respondents were in agreement that E-payroll was impactful to their performance. A correlation analysis between Employee performance and E-payroll revealed a small but positive relationship between the two. Moreover, regression analysis results further suggest that e-payroll was positively associated with employee performance despite the statistically insignificant coefficient. This could imply that as per the sample findings, the technologies used for payroll functions are not as influential on employee performance as the other digital tools included in this study.

As per the study findings, E-performance management affected employee performance. From the descriptive results, majority of the participants agreed that E- Performance management eased their operations and further impacted their performance. On the inferential analysis, a correlation analysis determined an existence of a positive correlation between E-Performance management system and employee performance, besides, a regression analysis on the variable, further revealed that e-performance management system was positively associated with better employee performance.

5.2 Conclusions

On the first specific objective to determine the effect of E-recruitment on employee performance in the public sector in Kenya, a statistically significant effect was found between the two variables. In the study of E-training's effect on employee performance at the selected organization, the study established a positive and significant relationship between the two variables. For the third specific objective which aimed at accessing the effect of E-Payroll on employee performance at selected organizations, the study's findings revealed that e-payroll had a significant effect on the employee performance. On the last objective of evaluating the role of E-performance management system on employee performance at selected organizations, there was a significant effect.

Human Resource managers can now access recruitment, training, payroll, and performance management opportunities more quickly, conveniently, and effectively than ever before. This has effectively proved to save on time and effort required to complete these tasks, allowing employees to focus more on their actual job duties. Further, E-recruitment and E-training provide employees with access to a larger pool of potential job opportunities, allowing them to find jobs that better match their skills and interests. E-payroll and E-performance management have also made it easier for employers to track employee performance, so they can better evaluate their employees'

progress and take remedial action when needed. The implementation of E-recruitment, E-training, E-payroll, and E-performance management have shown to positively affect employee performance. These tools when rightfully used enable employers to locate and hire the right people for the right positions and efficiently monitor employee performance and adjust when necessary, quickly and easily. By streamlining these processes, employers have been able to improve employee performance and maximize the effectiveness of their workforce.

5.3 Recommendations

Human resources information system (HRIS) is a powerful tool that can help organizations to improve employee performance. HRIS can be used to streamline and automate many of the tasks associated with HR, from tracking employee information and performance to automating payroll and benefits. By using an HRIS, organizations can improve employee performance by making it easier to manage and access employee data, accurately track performance, and manage and develop employee skills and competencies.

In order to maximize the benefits of HRIS and improve employee performance, organizations should consider taking the following specific actions:

a) Training and Development: Organizations should invest in e-training platforms to provide convenient, cost-effective and high-quality training to their employees. The e-training platforms should be designed to match the specific skill-sets necessary for the job role and enterprise. Such e-training initiatives should be tailored to address the particular skill gaps within the existing workforce. Additionally, organizations should look to leverage online tools and platforms such as webinars, seminars, and tutorials to provide real-time training, and educational development to their employees.
b) Improved Hiring Processes: Organizations should consider implementation of E-recruitment platforms for a more efficient screening and selection process especially with the vast technological advancements. That is by offering online applications and communication platforms between potential candidates and the human resources department. Additionally, these platforms should be designed to allow companies to create profiles of ideal applicants and get applicants to upload relevant documents and information for better review.
c) Performance Measurement: Companies should also look to assess employee performance in a much more efficient manner. This could include utilizing e-performance management systems which will enable companies to monitor and assess employee performance in real-time. Such systems should be designed to provide valuable insights into individual performance, team performance, as well as overall organizational success.
d) Automation of Payroll: Companies should consider investing in e-payroll platforms which aim to automate and streamline the payroll process. By deploying online software that allows quicker calculations of payroll, effective allocation of bonuses and similar actions, organization can effectively utilize this tool. Such initiatives help improve the accuracy of payroll related activities and significantly reduce the potential for manual errors.

By taking these specific actions, organizations can make the most of their HRIS and improve employee performance especially with the vast technological advancements.