THE EFFECT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF UGANDA CLAYS LIMITED

BY

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A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A BACHELOR'S DEGREE IN HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY- MUKONO

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DECLARATION

I Ocilo Joshua hereby declare that this Research was done out of my own effort with the guidance of my supervisor and has never been submitted to any other institution for any award.

Signature:…….. Date:…….

OCILO JOSHUA

S19B42/601

APPROVAL

This Research has been supervised and approved by me and is therefore ready for submission to the School of Business.

Signature:…….. Date:……

MR. KIBUUKA DAVID

(Academic Supervisor)

DEDICATION

I dedicate this research to my parents who advised, supported and mentored me throughout my education up to university level. Above all, I thank the Almighty God for guidance and provision towards completion of this.

ACKNOWLEDGEMENT

I am greatly indebted to Mr. Kibuuka David who was my supervisor for his effective supervision, dedication, availability and professional advice.

I would also like to acknowledge my dear parents for always being there for me in all situations.

I would like extend my gratitude to the entire staff of Uganda Clays Limited for giving me relevant information that made the study successful.

Lastly, I thank the Almighty God through Jesus Christ who has given me good health and strength to carry out the research right away from the beginning to the end and successfully.

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ABSTRACT

The study examined the effect of electronic human resource management practices on organizational performance. The study was guided by objectives which included; identifying the existing e-HRM practices in Uganda Clays Limited, establishing challenges faced by Uganda Clays Limited in implementing e-HRM practices for better organizational performance and finding out solutions to challenges faced by Uganda Clays Limited in implementing e-HRM practices for better organizational performance.

The study was carried out using a cross sectional survey research design where both quantitative and qualitative research approaches were used. The data was collected using questionnaires and during the data collection, both purposive and simple random sampling methods were used. Sample sizes of 50 respondents who are staff of Uganda Clays Ltd were also involved.

According to the findings, Uganda Clays Limited employs numerous electronic human resource management strategies, such as electronic recruitment and selection in which UCL uses technology for job postings, online applications, and digital screening of candidates. Electronic Training and Development involves the use of digital platforms for employee training, skill development, and learning management systems, Electronic welfare where there is adoption of technology to manage employee benefits, wellness programs, and welfare initiatives. Electronic employee management systems involves electronic systems are utilized to handle personnel records, performance appraisals, and HR-related information. Electronic assessment involves using digital tools to evaluate and assess employee performance. Electronic Idea and Creativity Exchange system is adopting digital platforms to facilitate idea-sharing and creative collaboration among employees.

Finally, There are several challenges faced by UCL in implementing E-HRM practices for example; high costs required needed in the initial implementation of E-HRM practices, limited knowledge and skills by the employees in the use of the E-HRM practices, security concerns, organizational internal resistance, slow internet connectivity and inadequate infrastructure to support implementation of E-HRM practices.

Finally, the study recommends that to fully implement e-HRM in the company, strategies should be developed to ensure the cross cultural training of the personnel in the HR Department so that so that they understand other cultural background and people and avoid conflict of interests. The study also recommends that changes like implementation of e-HRM practices in the workplace often require the implementation of additional training for workers. HR must first determine what training is necessary and then implement training measures to ensure all workers can keep up with technical changes.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study aimed at examining the effects of electronic human resource management practices on organizational performance: a case study of Uganda Clays Limited. In brief, it has background of the study, statement of the problem, research objectives and hypothesis, scope of the study, justification, significance of the study and conceptual framework.

1.1 Background to the Study

Business markets, are becoming smaller day by day because of increasing globalization and market competition, this has called for organizations to increase their performance in offering the customer based services. For this reason, organizations are adopting Electronic human resource based systems called the "Electronic Human Resource Management (E-HRM)" (Coronas, 2005). E-HRM involves the adoption and use of web-based technologies with an aim of providing Human Resource Management (HRM) services for employees within the organization (Juana, 2012).

In the advent of the Information Technology (IT) revolution, many organizational departments have gone through functionality changes to increase their efficiency and performance. Many organizations have integrated IT in their systems to improve organizational performance. The IT revolution is also coming at a time when the business markets have shrunk, and many organizations are seeking solace in the foreign markets, thanks to globalization. Ma and Ye

(2015) emphasized that human resource management, which is a critical pillar in an organization's structure, has adjusted to the world's business trend and adopted the use of information technology to improve its performance and efficiency. Although there are almost endless possibilities of integrating digital technology into the human resource management system, the conventional way through which organizations integrated technology into their human resource system is through the use of web-based technologies collectively known as Electronic Human Resource Management (EHRM) (Noe, Hollenbeck, Gerhart & Wright, 2017).

Organizational performance can be seen as the firms' ability to meet their expectations and desired long term and short-term goals by registering consistent profits (for profit-making companies) and solving their inherent business uncertainties satisfactorily (Roman et al., 2012). On the other hand, the performance of a firm can be defined as an ability to form, maintain and increase their capacity to meet the desired long term and short term goals of a form, with respect to three groups of sequential strategies: environmentally related strategy, customer focus strategies and competitor reaction strategy (Fraj, Matute & Melero, 2015). Performance and firm's competitiveness is a crucial factor for the survival of any organizations. Organizations must set their priorities right, setting aside options of varying importance to the market demands. Managers must also establish factors that ensured success in the previous years and those that support the business now to develop elements that will influence the success of their respective firms in the future (Roman et al., 2012).

E-HRM practices involve the integration of various web-based technologies and internet based protocols to automate human resource management systems. When introducing the e-HRM into the organizational systems, the management hopes to reduce cost and increase productivity and client's services. Studies (Bondarouk & Ruel, 2013; Marler & Fisher, 2013; Stone et al., 2015) have showed that integration of digital technology into human resource (HR) systems has several benefits, including but not limited to improved quality of HR processes, enhanced operational efficiency, reduced cost of operation, and transformation of human resource department into an organization's strategic partner. 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 (Bissola & Imperatori, 2014). Today, e-HRM practices are widely used across the world. Most organizations, mainly the

multinational corporations, have adopted the digital human resource management system intending to attain a certain level of efficiency and effectiveness. According to Bondarouk, Parry and Furthermore (2017), most companies in Europe and the United States have either or partially adopted the e-HRM, depending on their side and line of business.

In Uganda, many organizations have adopted the e-HRM practices in the last four decades. The increased internet usage also fuels the adoption of the e-HRM by Uganda's organizations in the country during the last five years. A report released by the International Data Corporation (IDC), Uganda was ranked Africa's among the highest internet consumers and in the e-commerce index (Business Daily, 2019). However, as explained by Aruwa, (2016), only large organizations and multinational corporations such Uganda Clays Limited, Century Bottling Company, and Uganda Revenue Authority have fully adopted the e-HRM practices in their organizations. It is for this reason that the researcher selected Uganda Clays Limited as the case study.

1.2 Statement of the Problem

In the wake of globalization and IT revolution, competition has become even stiffer, both for-profit and nonprofit organizations. The domestic markets have become depleted, and most organizations are seeking new markets in the emerging economies. Thus, the need to have an efficient and effective HRM is crucial for non-governmental institutions. As much as e-HRM practices have led to quality HR service, it has lowered the interpersonal relationship between managers and their subordinates which is dissatisfying and hinders performance (Stone *et al*, 2015). Furthermore, while e-HRM systems indeed offer wide-ranging and unprecedented benefits to organizations, they also entail huge costs and risks (Bell et al., 2006; Weekes, 2006; Pant, Chatterjee, & Jaroliya, 2008). Such costs emanate not only from the costs of the system but also from those associated with changing the organizational processes, employee training, and the time of the HR and the top management in implementing, adopting and promoting these systems. If such discrepancies are not dealt with, they are likely to have a great impact on the performance of an organization like Uganda Clays Limited in terms of productivity and profitability. It is therefore against this background that the researcher sought to examine the effects of electronic human resource management practices on organizational performance: a case study of Uganda Clays Limited.

1.3 General objective

The general objective of the study was to examine the effects of electronic human resource management practices on organizational performance: a case study of Uganda Clays Limited.

1.4 Specific objectives of the study

i. To find out the existing electronic human resource management practices in Uganda Clays Limited.
ii. To find out challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance.
iii. To suggest the solutions to challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance.

1.5 Research Question

i. What are the existing electronic human resource management practices in Uganda Clays Limited?
ii. What are the challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance?
iii. What are the solutions to challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance?

1.6 Scope of the study

The study covered the geographical and time scope. Here focus was made on the area to be studied, time lag from where resources were gotten and the different sources of information.

1.6.1 Geographical scope

This study was carried out in Uganda Clays Limited main branch located along Entebbe Road, Kajjansi, and P.O. Box 3188, Wakiso district, Uganda. Uganda Clays Limited was chosen because it's one of the companies in Uganda that has tried to adopt the use of electronic human resource management practices in its operations.

1.6.2 Time scope

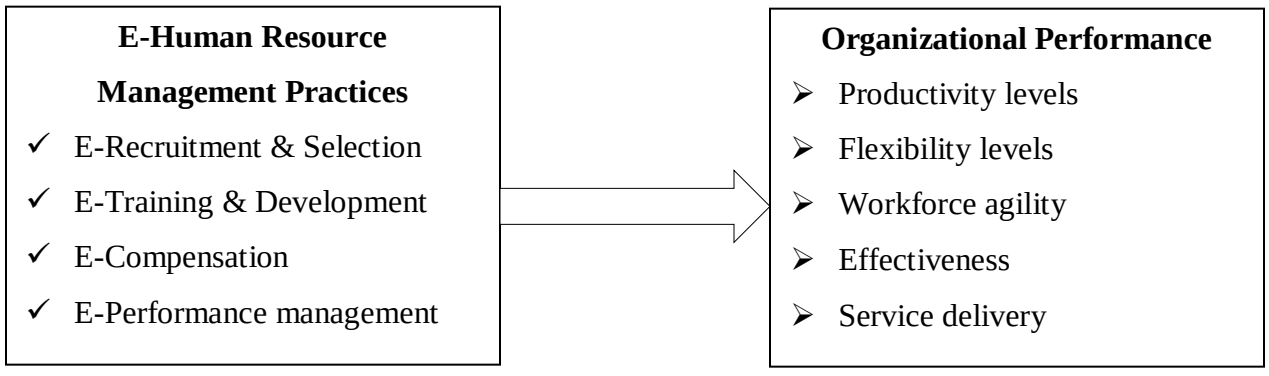
The study focused on a period of five years from 2017 to 2021. This time helped in studying the level of organizational performance in Uganda Clays Limited visa vie e-human resource management practices. This research also took a period of three months that is from July to September 2022 since it's the time stipulated by the institution for the researcher to have completed her study.

1.6.3 Content scope

This study aimed at examining the effects of electronic human resource management practices on organizational performance: a case study of Uganda Clays Limited. It specifically focused on; identifying the existing electronic human resource management practices in Uganda Clays Limited, establishing challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance and finding out solutions to challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance.

1.7 Conceptual Framework

Figure 1: Conceptual Framework



Source: *Adapted from the Obama et al. (2020) and modified by the researcher (2022)*

1.8 Significance of the study

The findings and recommendations of this study will be useful to the management of Uganda Clays Limited and other companies as it will provide them with information on the benefits of adopting the use of electronic human resource management practices and strategies of ensuring that these e-HRM practices are effective to the organizations.

The study will be of benefit to the policy makers like the parliament as it will provide them with reliable data on the strategies that need to be employed to ensure that the right electronic human resource practices are employed so as to achieve better organizational performance.

This study is of interest to academicians and future researchers who will be undertaking other researches related to this. This is because it will add on the existing literature that will help other interested researchers to formulate related research questions on related issues of electronic human resource practices and organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature reviewed on the basis of the study objectives. The literature was selected, studied and arranged according to the themes relating to e-HRM practices and organizational performance. The chapter presentation is under three sections; review of various theories and concepts, highlighting the objectives of the study and synthesis of literature and

research gap analysis. Literature sources include books and journals aimed at providing insight in what has already been done within this area of study and also as a guide in answering the research questions.

2.1 Concept of electronic human resource management practices

Definitions have been suggested to explain the E-HRM which was used interchangeably with human resource information system (HRIS), virtual human resource or web-based human resource management, researchers tried to explain the relationship between human resource management and web-based technologies, (Bondarouk & Ruël, 2009). In the early 1990s, the term of E-HRM has been officially used referring to conducting human resource management using the internet, (Lengnick-Hall & Moritz, 2003).

The term of E-HRM was initially inspired from the e-commerce and adopted the "e-" prefix, signifying "electronic", even if the e-human resource is very specific to the use of the internet. So Vakola, Panayotopoulou and Galank (2007) recommend and suggested a new term "Online Human Resource Management" as a more accurate term. There is a difference between human resource information system (HRIS) and electronic human resource management (E-HRM), users face the problem of not being able to differentiate between HIRS and E-HRM. E-HRM has variety of definitions according to specific perspectives that each researcher wants to focus on, but there is little agreement on definitions of E-HRM (Strohmeier 2007, Bondarouk & Ruël 2009).

Some prefer the transactional functionality that simply refers to what the system does. Kettley and Reilly, (2003) defined E-HRM as the using of the internet in the conventional technologies to enhance and improve human resource administration, transactions and process performance. Voermans and Van Veldhoven, (2007) share a similar purpose when stating that the administrative support of the human resource function in organizations by using web technology and emphasize the importance of understanding that the introduction of E-HRM could cause a change in content and positioning of the human resource function.

Strohmeier (2007) see that E-HRM as the "planning, implementation and application of information technology for both networking and supporting at least two individual or collective

actors in their shared performing of HR activities". There is an agreement among definitions, as Foster (2009) views E-HRM as a "fully integrated, organization-wide electronic network of HR related data, information, services, databases, tools, applications, and transactions".

Finally, Bondarouk and Ruël, (2009) recapitulate the meaning of E-HRM as "an umbrella term covering all possible integration mechanisms and contents between HRM and information technologies, aiming at creating value within and across organizations for targeted employees and management". E-HRM practices and policies are strongly growing within organizational life. Therefore, this definition will be used in this thesis because it includes all previous definitions; it also achieves the requirements of the thesis, as this definition shows the importance of the use of electronic human contained in the organization system and targeted employees and managers.

2.2 Concept organizational performance

Haworth, (2007) defined organizational performance as the result of several business factors, including work processes, team/group communication and interaction, leadership, and climate that promotes innovation, creativity, corporate culture and image, policies, and loyalty. Organizational performance can be seen as the firms' ability to meet their expectations and desired long term and short-term goals by registering consistent profits (for profit-making companies) and solving their inherent business uncertainties satisfactorily (Roman et al., 2012). On the other hand, the performance of a firm can be defined as an ability to form, maintain and increase their capacity to meet the desired long term and short term goals of a form, with respect to three groups of sequential strategies: environmentally related strategy, customer focus strategies and competitor reaction strategy (Fraj, Matute & Melero, 2015).

Steve Bonadio, (2010) stated that automation and improving performance processes and aligns employee's development and the common goals with corporate objectives. Performance Management enables organizations to plan employee efforts in support of organizational goals and strategic initiatives and to evaluate outcomes, performance, and core competencies. Cardy and Miller (2005) said that the level of performance made possible by technological advancement has changed the standard for acceptable performance.

Kanji and Sá, (2002) found “Effective management depends on the effective measurement of performance and results”, U.S. Department of Energy, (2005) defined performance measurement as a method of assessing progress processes toward achieving predetermined goals, including information on the efficiency with that resources are transformed into products and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied), outcomes (the results of a program activity compared to its intended purpose), and the effectiveness of government operations in terms of their specific contributions to program objectives”.

2.3 The existing electronic human resource management practices in organizations

E-Recruitment: First of all, jobs information is circulated to job applicant through the use of web-based technology. Applicants are allowed to fill the form online and system record applicant information electronically. Recruitment system allows sorting out people based on their skills, ability, CGPA, location, Experience etc. way. Than screen applicant can be called out for a written test or interview. The final step of the online recruitment system concerns greatly with schedules and appointments, which can quickly be confirmed via email, SMS or phone (Choochote & Chochiang, 2015). Internet knowhow has turned into a most important instrument for recruiting and selecting workforces (Cappelli, 2001). Recruiting turned into one of the very fruitful functions of the web due to internet technology advent (Harrington, 2002).

E-Learning and Training: Tavangarian, Leypold, Nölting, Röser and Voigt (2004) termed e-learning as the kinds of electronically maintained learning and educating instrument. Its goals are to improve knowledge of operators (bosses and workers). The learning and training system will encourage all employees to maximize skills, increase knowledge an improve attitudes (Choochote & Chochiang, 2015). Through the system, an employee can book and get training if available. This system can identify enthusiastic and motivated employee and groom them properly to be an asset for the long terms.

E-Idea and Creativity Exchange: The idea and creativity exchange system is developed to stimulate the management of self-responsibility for each employee, where different ideas and viewpoints received from meetings, daily conversations, and social network can be shared

(Choochote & Chochiang, 2015). Here employee can share new idea and information through the web which helps the organization to move forward.

E-Assessment: Assessment programs help organizations to assess employee fast and accurately. Basically, there are two types of assessment named self-assessment and organization assessment (Choochote & Chochiang, 2015). Self-assessment motivates employees greatly to achieve their target goal. Organization assessment helps shape employees' career, salary, and trend which way employee will grow.

E-Welfare: Employees are greatly motivated by the welfare system. Typically, the welfare system includes provident funds, travel expense, gratuity, allowance etc. The welfares offered to the employees are designed to suitably meet the targeted organizational goal in accordance with the limitation of individuals in the database (Choochote & Chochiang, 2015).

E-Career Development: The career development system is one of the most important one in E-HRM systems. As different employees have different skills and abilities, it is required to bring out their most excellent skills and abilities to ensure that each task can be accomplished thoroughly with regard to their educational backgrounds, work-related experiences and special qualifications to be evaluated by their respective managers, as part of the ambitious goal (Choochote & Chochiang, 2015).

E-Salary Management: Salary management, of course, concerns mostly with salary, remuneration and overtime payment received from the organization (Choochote & Chochiang, 2015). Salary management system covers all aspect of salary including deduction, Tax etc. An employee can get printed copy of a salary slip through the system.

E-Compensation: E-compensation may well be termed as an internet-centered software device that assists managers to model, manage, and impart compensation systems more meritoriously (Duhlebohn and Marler, 2005).

E-Performance Management: E-performance is expressed as "improving individual performance by leveraging technology" (Karrer and Gardner, 2003). E-HRM gears back performance management; the valuation of employee performance could be maintained with e-HRM gears by computer observed systems.

E-Employee System: The employee system can effectively manage the basic data of employees via the networking system (Choochote & Chochiang, 2015). Employees are given access to edit, delete or add personal information within certain parameters. Furthermore, employees can make leave request through the system and responsible authority can approve it within a short period of time. Furthermore, the employee system can provide service like arrange meeting, conference room booking etc.

Basic Organizational Information Management System: Top executives in an organization should have a basic idea about organizational structure, nature of operations, functions, hierarchy etc. A good organizational structure will also reflect in clear vision, mission, and value in order to encourage all employees to achieve a mutual goal (Choochote & Chochiang, 2015). The goal of an information system is to provide a clear picture of the organization. Providing Timely and accurate information to the right person is the job of an Information Management System.

2.4 Challenges faced by companies in implementing E-HRM practices

Cost: Technology pulls cost. In implementing a technology based HR system, a huge initial investment is required. Once implemented, it reduces the operational costs. Large organizations may install HR portals/packages while it is difficult for a small or medium sized organization to afford them.

Acceptance: Before the implementation of technological innovations in the organisation, HR itself is the biggest obstacle. Due to IT implementation various issues like Skills/Knowledge for its use, employment risks etc. always rise in its way. Acceptance from the workforce is needed for utilizing it up to its fullest. In the information era, information and communication technology (ICT) is widespread and has become an integral part of almost all jobs occupied by knowledge workers (Porter, & Kakabadse, 2006). It increases the burden of the employees by spending more time connected.

Back-ups and Security Concerns: It requires maintaining a fully-fledged back-up system of the overall e-HR system. It leads the maintenance costs. One of the basic disadvantages of using E-HRM is that the data gets free accessible to all and anybody can access the strategic information and use it any way without any authorization. It is prone to corruption/hacking/ data losses

(Kaur, 2012). Open access to the databases destroys the personal information of the workers which may leads to illicit access.

Increasing Isolation: Due to the formation of virtual networks through intranet or web-based HR portals, the personal interaction among the employees has diminished. In the traditional systems, they interact with the administration department regarding their employment issues due to which they were also personally connected. But due to IT implementation they need not to go in the administration branch regarding such issues. They are isolated from each other and are connected virtually through such portals only.

More informed Employees: Due to easily accessibility and transparency, the employees are well informed about the market pay structures. It increases the accessibility of internal and external compensation information. This knowledge may force the organization to modify its compensation structures from time to time in order to comply with the present structure in other companies. It may sometimes, create problems for the organization.

2.5 Relationship between e-HRM practices and organizational performance

E-HRM has been widely used in various companies, for the effective functioning of Human Resource Management. It is a collection of knowledge, principles, and approaches for effective human resource management (Mafod et al., 2018). E-HRM is a management practice established with the desired positive outcome. For instance, the application of E-HRM reduces the costs, speeds up the process, improves the quality and eventually gaining the role of HR within an organization. Additionally, E-HRM influences the effectiveness and efficiency of the HR function. Human Resource efficiency can be achieved by reducing paperwork, increasing data accuracy, and diminishing HR staff. A recent study has listed out the benefits of E-HRM system which will ultimately reduce the organizational costs. Employing E-HRM system made it easier to apply the human resource activities within the organization. Human resource management system makes it easier and available to perform human resource activities at a pace (Swaroop, 2012).

In the last decade, several research studies on e-HRM have been published in all parts of the world. Most of the locally published research studies on e-HRM focused on its impact on

organizational performance and organizational development. In this section, the researcher samples previous research studies on e-HRM that are strictly related to the topic of study. A study by Daviodi and Fartash (2012) focusing on impact of E-HRM on performance of nonprofit organization noted significant impact on organizations. Whereas the organization success in their performance and competitive edge were some of the impacts noted in this study, the study also showed statistically significant relationship between e-HRM and organizational performance in terms of productivity, efficiency and effectiveness. Daviodi and Fartash (2012) indicated that these organizational performances were essential indicators of success of non-profit organizations.

Another study conducted by Olivas-Lujan et al. (2007) among Mexican NGOs implementing e-HRM aiming at finding out the impact of the E-HRM tools on organizational performance and gaining global competitiveness found that the organizations in this sector were able to be more flexible in responding to changes in the stakeholder needs and were even able to achieve their strategic goals more effectively.

A study conducted by Al-Hmouze (2016) on the impact of the Electronic Human Resource Management (e-HRM) application on Organizational Performance, concluded that E-HRM plays a pivotal role in the employee motivation to ensure that all employees complete their tasks as schedules leading to quality delivery of services, which in turn increases customer satisfaction and retention. It also established that E-HRM application has a positive impact on organizational efficiency whereby the responsibility of implementing e-HRM is shared between HR staff, employees and managers.

A study conducted by Atallah (2016) on the effect of e-HRM on Organizational Development concluded that E-HRM has a positive impact on organizational growth and that it contributes to the realization of organizational objectives. It also established that there is a strong positive correlation between E-HRM and organizational development and E-Selection and e-recruitment have a direct impact on organizational development.

A study conducted by Georgios (2014) on the influence Human Resource Management on performance of a manufacturing industry found that manufacturing companies pursuing best Human Resource Management practices accomplish higher performance through the interface of

these practices with Knowledge Management and organizational learning capability and the conception of OC.

A study conducted by Findikli and Bayarçelikb (2015) on the outcomes of Electronic Human Resource Management on organizational performance in the leading firms in Turkey concluded that E-HRM manage time, reduces administration costs and also efficient to access personal data. Electronic Human Resource Management condensed organizational expenses, improved better and quicker communication between manger and employees reduced the considering time for Electronic Human Resource usage in institutions.

A study conducted by Naeini (2015) on Electronic Human Resource Management commencement using perception maps to illustrate the relation between Human Resource Management and IT through time in Iran University of Science and Technology established that the influence of the Electronic Human Resource Management field provides a holistic and clear understanding by addressing all the related phenomena concerning Electronic Human Resource Management. It can also help forecast and overcome the difficulties that might happen during institutionalization.

A study conducted by Tansley et al, (2014) on the effects of Electronic Human Resource Management on organizational performance concluded that E-HRM is a potential solution and that it enables Human Resource sections to analyze and store data to increase workforce data flows, to devolve many tedious administrative and compliance roles. Another study conducted by Rahman, (2014) on information systems and technology on organizational agility, intelligence and resilience concluded that technology enables an organization to quickly adapt to the changing world and that the ability of organizations to quickly adapt has pushed for profitability and competence.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used in conducting the research. It described how this study was conducted. It includes the study design, the study setting, study population and the sample size. It also describes the sampling procedure definition of variables, research instruments, data analysis and management and ethical considerations.

3.1 Research Design

This study used a cross-sectional survey research design where data from respondents were collected at a single point in time without repetition from the representative population. The design was chosen because of being economical to conduct in terms of time (Patrik & Ugo, 2019). More so, through the use of the cross-sectional research design, the research findings will help in removing assumptions and replace them with actual data on the specific variables studied during the time period accounted for.

The approaches to this study were both quantitative and qualitative approaches. A quantitative approach was selected for this study because it is a formal objective, systemic process in which numerical data are utilized to obtain information. Qualitative research approach was also used. Qualitative research approach was used because it helps in providing details about human behavior, emotions and personality characteristics of the respondents plus in-depth analysis on the effects of electronic human resource management practices on organizational performance in Uganda Clays Limited (Brink, 2008).

3.2 Study population

The study was carried out in Uganda Clays Limited main branch located along Entebbe Road, Kajjansi, and P.O. Box 3188, Wakiso district, Uganda. Uganda Clays Limited was chosen because it's one of the companies in Uganda that has tried to adopt the use of electronic human resource management practices in its operations. According to the HRM of UCL, the company has a population of approximately 120 employees and management from the different departments which include; administration, procurement and logistics, accounts and finance, operations and sales and marketing among others who were considered (Hilda, 2019). This was because they are the people expected to have the necessary information as shown in the table below;

Table 1: Showing study population, sample size and sampling methods

Departments	**Population**	**Sample size**
Administration & Human Resource	13	08
Accounts and Finance	12	10
Procurement and Logistics	12	15
Operations	15	07
Sales & Marketing department	18	10
TOTAL	**56**	**50**

Source: *Uganda Clays Limited (2022)*

3.3 Sample size and sample size determination

The sample size was determined by the sample calculation formula by Slovin's formula as follows;

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

"n" is sample size, "N" is population, "e" is error (0.05) or level of confidence 95%

"N" (population) = 56 staff

$$n = \frac{56}{1 + 70(0.05)^2}$$

$$n = \frac{56}{1 + 70(0.0025)}$$

$$n = \frac{56}{1 + (0.3)}$$

$$n = \frac{56}{1.1}$$

n = 50

Therefore from the table above, the sample size was 50 respondents got from a total population of 56 management and employees from Uganda Clays Limited.

3.4 Sampling methods

The researcher used both non random sampling and simple random sampling methods. Non random sampling was used for data collection where they select the key informants who were the Human Resource Manager and his assistants since they are the ones tasked with the responsibility for the smooth implementation of e-HRM practices in the company. The reason why non random sampling was used for this category of respondents was because of their active role and knowledge about the effects of electronic human resource management practices on organizational performance and therefore they are expected to provide in-depth information about the topic understudy (Hopkins, 2000).

The personnel in the other departments were selected using stratified sampling which is a method under probability sampling technique. This was due to their convenience about the topic and area under study hence they are expected to represent each element in the population. This technique helped in reducing on the costs of collecting and analyzing data (Burns & Grove, 2005).

3.5 Sources of data

3.5.1 Primary data

Primary data from the field was obtained through personal interviews and self-administered questionnaires to selected respondents in order to get their opinions. Primary data helped the researcher in collecting information for the specific purposes of their study. The researcher collected the data himself, using questionnaires. Primary data was used because it helped the researcher to obtain raw data/ firsthand information from the people carrying out e-HRM practices.

3.5.2 Secondary data

Secondary data refers to handling, collecting and possibly processing data by people other than the researcher in question. This source was used to collect data from already written literature for example e-books, journals, published articles and periodicals. Documentary resources are classified in order to facilitate the data collection and textual analysis. Secondary data was used to compare the performance of the company for the past eight years that is from 2014-2021.

3.6 Data collection instruments

Two types of data collection instruments were used in the study. These included questionnaires and interview guides which were briefly explained in the following subsection.

3.6.1 Questionnaires

The researcher used both closed-ended and open-ended questionnaires in the study. Closed-ended questions were used because they are easy and quick to answer and because they help in improved consistence of the responses. Open-ended questions were also used because they do not place any limits on the response which means that the survey respondents were able to tell the researcher anything they felt was relevant and anything they wanted the researcher to know. The questionnaires were administered to the personnel in the other department positions in

Uganda Clays Limited. A Likert scale where; 5 (Strongly Agree), 4 (Agree), 3 (Not Sure), 2 (Disagree), 1 (Strongly Disagree) was used on the self-administered questionnaires;

3.6.2 Interview guide

Interview guides was used to collect qualitative data from the Human Resource Manager and his assistants who were in position to provide in-depth information through probing during the face-to-face interview. An interview guide has structured questions (Kothari, 2004). Structured interviews require specific responses to a set of predetermined answers. The research presented questions to the managers and their views were written down by the researcher. Data obtained during the interview supplemented that obtained through the questionnaire. An interview guide was used because it helped in collecting information that could not be directly observed and that was good for the research problem which only depends on documented data and respondents' opinions. It was also good because it gave the research control over the line of questioning hence time saving.

3.7 Data quality control

The researcher therefore used validity and reliability to check the quality of the information collected in order to avoid double counting.

3.7.1 Validity

The researcher measured validity of the data collection instruments by first carrying out a pretest where a sample of 10 questionnaires was given to respondents who are exclusive of the sample size. After that, Content Validity Index (CVI) was calculated in order to establish the validity of the research instrument. Validity was done in order to find out whether the questions are capable of capturing the intended data. The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content validity Index (CVI)} = \frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$$

The CVI was 0.85 which was greater than the recommended 0.70 (Kent, 2001), implying that the questionnaire was valid for data collection.

3.7.2 Reliability

To measure reliability, a pilot study was carried out on 10 respondents and the reliability results were computed using the Statistical Package for the Social Sciences (SPSS). The following formula was used to calculate the Cronbach's coefficient alpha

$$\alpha = \frac{k}{K-1}\left(1 - \frac{\sum SDi^2}{\sum SDt^2}\right)$$

Where α = coefficient alpha

$\sum SDi^2$ = sum variance of items

$\sum SDt^2$ = sum variance of scale

The coefficient was 0.84 which was above the recommended .70 (Amin, 2005), implying that the questionnaire was suitable for data collection.

3.8 Procedure of data collection

The researcher obtained an introductory letter from the faculty of business and administration, after which he sought for permission from the different respondents in Uganda Clays Limited to use as a case study. The researcher then approached various respondents to administer interviews and distribute the questionnaire guides.

3.9 Data analysis

3.9.1 Quantitative data analysis

Data analysis was done with the aid of software called Statistical Package of Social Sciences (SPSS Version 20) which is appropriate for handling the correlations between the variables plus regressions in the study. All variables were assigned with names and coded for computer entry. Secondly all the responses were coded to facilitate computer data in-put. Thirdly, after data entry

was completed, negatively worded scales were recorded and assigned with new values. Fourthly, in order to get composite scores for items on a scale, target variables were computed. Fifthly, data was screened in order to minimize data entry errors. Quantitative data was analyzed using descriptive statistics and correlational analysis (e.g. means and standard deviations).

3.9.2 Analysis of qualitative data

This involved content analysis. Thus, qualitative data was edited and reorganized into meaningful phrases. In other words, a thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerged in relation to each guiding question from the interviews, were presented in the results, with selected direct quotations from participants presented as illustrations.

3.10 Ethical considerations

The researcher took into consideration a number of ethical issues including: Confidentiality of respondents was kept: Respondents were not required to reveal their names nor their contacts on the questionnaires. Identification numbers were used instead of names to avoid information given being traced to a respondent. All data gathered was used only for the purpose of this study and nothing else. The research procedures were explained to all the respondents before they took part in the research and their informed consent obtained. All the sources of literature were acknowledged throughout the whole study through proper citations and referencing. Finally, personal bias was avoided during the entire study that is to say during interviews, data analysis and reporting.

3.11 Limitations and delimitations of the study

While carrying out the study, the researcher encountered various constraints:-

There was a risk of lack of enough reliable data to this study. This is because some respondents were not conscious of the training concept. However, the researcher limited the scope of the analysis for the information to be meaningful.

Since the study was cross sectional in nature, this limited the researcher in terms of collecting enough data. This is because data was collected in a short period of time hence did not help to determine cause and effect relationship.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter focuses on analysis of the findings.

The presentation has been made according to specific research objectives.

4.1 Response rate

Table 2: Response rate

Response Rate	Sample Size	
	Frequency	Percentage (%)
Questionnaires returned	35	70.0%
Questionnaires not returned	15	30.0%
Questionnaires issued	50	100.0%

Source: *Primary data*

According to table 2 above a total of 50 (100%) respondents who are employees of Uganda Clays Limited were expected to respond to the questionnaires and 15 of them did not respond to the questionnaires giving a 30.0% nonresponse rate while 35 responded to the questionnaire which is a 70.0% response rate. According to Ahuja(2009) a response rate of 70%is excellent, 60% is good and 50% is adequate analysis.

The reason as to why the researcher was unable to collect from some of the respondents is because of the tight schedule some of them meeting deadlines and company goals

4.2 Demographic characteristics of respondents

The background information of respondents was deemed necessary because the ability of the respondents to give satisfactory information on the study variables greatly depends on their background. The study sought to find out the demographic information of the respondents which included gender, age, highest level of education, department and period spent working in the company.

4.2.1 Findings on gender distribution

Table 3: Gender

	Frequency	Percent	Cumulative Percent
Male	20	57.1	57.1
Female	15	42.8	100.0
Total	35	100.0	

Source: *Primary data*

Findings in the table above show that of the questionnaires were filled by males represented by 57.1% and by females represented by 42.8% and therefore, there were more males respondents than female respondents in this survey. This can be attributed to the fact that most of the work done in Uganda Clays Limited is hard labor or manual work that is carried out by mostly men.

4.2.2 Findings on the age of the respondents

Table 4: Age

	Frequency	Percent	Cumulative Percent
Below 21 years	06	17.1	17.1
21-30 years	16	45.7	62.8
31-40 years	08	22.8	85.6
41+years	05	14.2	100.0
Total	35	100.0	

Source: *Primary data*

Findings in the table above show that the vast majority of the respondents fell between the age group of 21-30 years represented by 45.7%, followed by the respondents who fell between the age group of 31-40 years represented by 22.8%, followed by those below 21 years who came in at 17.1% and lastly 41+ years came in last represented by 14.2%, . This implies that majority of the employees in UCL are relatively in their youthful years since majority are below 40 years of age. This therefore can be attributed to the fact that Uganda as a country is comprised of majority youth according to the recent released 2014 population census.

4.2.3 Finding on the education level of the respondents

Table 5: Level of education

	Frequency	Percent	Cumulative Percent
Certificate/ Diploma	05	32.6	32.6
Bachelor's degree	25	51.1	83.7
Master's degree	05	16.3	100.0
Total	35	100.0	

Source: *Primary data*

Findings in the table above revealed that majority of the respondents who are employed by Uganda Clays Limited have attained bachelors degrees represented by 51.1%, followed by those

who have at least attained certificates/ diplomas represented by 32.6%, whereas 16.3% of the respondents hold masters degrees. This implies that Uganda Clays Limited employees qualified employees who can ensure effective use of electronic human resource management practices to achieve organizational performance.

4.2.4 Department respondents belong to

Table 6: Department

	Frequency	Percent	Cumulative Percent
Administration & Human Resource		16.0	46.0
Procurement & Logistics		30.0	76.0
Operations		14.0	90.0
Accounts & Finance		10.0	100.0
Sales & Marketing		10.0	100.0
Total		100.0	

Source: *Primary data*

Findings in the table above revealed that majority of respondents represented by 30.0% are from the procument and logistics department, followed by those who are from the administration and human resourcedepartment represented by 16.0%, followed by those from the operations department represented by 14.0%, followed by those from the acconts and fiance department represented by 10%, whereas those from sales department also constituted 10% of the total population. This implies that Uganda Clays Limited is able to improve the operational performance of its day to day dealings with the coordination from these different employees in the different departments.

4.2.5 Period spent working in Uganda Clays Limited

Table 7: Period spent working in Uganda Clays Limited

	Frequency	Percent	Cumulative Percent
1-5 years	11	31.4	31.4
6-10 years	18	51.4	82.8
Above 10 years	06	17.5	100.0
Total	35	100	

Source: *Primary data*

Findings from the table above shows respondents represented by 31.4% have spent between 1-5 years working in Uganda Clays Limited, followed by those who have spent 6-10 years working in Uganda Clays Limited represented by 51.4% who the majority while those who have spent above 10 years working with Uganda Clays Limited represented the minority 17.5% of the total population. The findings imply that the respondents have the necessary and efficient knowledge about the topic under study since majority of the respondents have spent reasonable time working with Uganda Clays Limited.

4.3 The existing electronic human resource management practices in UCL

Table 8 summarizes respondents' responses on the existing electronic human resource management practices in Uganda Clays Limited by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 8: The existing electronic human resource management practices in UCL

Statements	Extent of agreement and disagreement

	SA	A	NS	D	SDA
	F (%)	F (%)	F (%)	F (%)	F (%)
The company conducts electronic recruitment and selection of employees where online application is conducted	12 34.2%	13 37.1%	6 17.1%	4 11.4%	00
The company conducts electronic training and development of its employees	13 37.1%	12 34.2%	4 11.4%	6 17.1%	00
The company conducts electronic welfare where an online system is used to design employees' welfare suitably	16 45.7%	8 22.8%	5 14.2%	6 17.1%	00
The company uses electronic employee management systems to evaluate employees' performance	8 22.8%	14 40.0%	7 20.0%	6 17.1%	00
The company uses electronic assessment where employees are assessed fast and accurately using online systems	7 20.0%	9 25.7%	12 34.2%	7 20.0%	00
The company has developed an electronic idea and creativity exchange system to stimulate management of self-responsibility for each employee	6 17.1%	11 31.4%	10 28.5%	8 22.8%	00
The company uses electronic compensation where a software is used to model and manage employee compensation meritoriously	16 45.7%	4 11.4%	10 28.5%	5 14.2%	00

Source: *Primary data*

Table 8 represents the descriptive statistics on the existing electronic human resource management practices in Uganda Clays Limited. According to study, 34.2% strongly agreed and 37.1% of the respondents agreed that the company conducts electronic recruitment and selection of employees where online application is conducted, 17.1% were not sure whereas a total of 11.4% of the respondents disagreed with the statement put across. The study also found out that 37.1% and 34.2% of the respondents strongly agreed and agreed respectively that the company

conducts electronic training and development of its employees, 11.4% were not sure whereas 17.1% of the respondents disagreed with the statement put across. The study further established that, 45.7% and 22.8% of the respondents strongly agreed and agreed respectively that the company conducts electronic welfare where an online system is used to design employees' welfare suitably, 14.2% of the respondents were not sure whereas 17.1% disagreed with the statement put across.

The findings illustrated that 22.8% strongly agreed, 40.0% of the respondents agreed that the company uses electronic employee management systems to evaluate employees' performance, 20.0% were not sure while 17.1% of the respondents disagreed with the statement put across. The study also revealed that 20.0% strongly agreed and 25.7% of the respondents agreed that the company uses electronic assessment where employees are assessed fast and accurately using online systems, 34.2% of the respondents were not sure whereas 20.0% of the respondents disagreed with the statement put across.

In addition, the study established that 17.1% and 31.4% of the respondents strongly agreed and agreed respectively that the company has developed an electronic idea and creativity exchange system to stimulate management of self-responsibility for each employee, 28.5% were not sure whereas 22.8% of the respondents disagreed with the statement put across. Finally, study illustrated that 45.7% and 11.4% of the respondents strongly agreed and agreed respectively that the company uses electronic compensation where a software is used to model and manage employee compensation meritoriously, 28.5% of the respondents were not sure whereas 14.2% disagreed with the statement put across.

From the study findings, it can therefore be noted that the major existing electronic human resource management practices used in Uganda Clays Limited are electronic recruitment and selection plus electronic training and development which were all represented by 88.1% of the respondents who agreed. The findings relate with the literature by Choochote & Chochiang (2015) who noted that the learning and training system will encourage all employees to maximize skills, increase knowledge an improve attitudes. Through the system, an employee can book and get training if available. This system can identify enthusiastic and motivated employee and groom them properly to be an asset for the long terms.

4.4 Challenges faced by UCL in implementing E-HRM practices for better organizational performance

Table 9 summarizes respondents' responses on the challenges faced by UCL in implementing electronic human resource management practices for better organizational performance by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 9: Challenges faced by UCL in implementing E-HRM practices

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SDA
	F (%)	F (%)	F (%)	F (%)	F (%)
The high costs required in the initial implementation of E-HRM practices has been a major impediment	8 22.8%	12 34.2%	7 20%	7 20%	1 2.8%
Security concerns like hacking into the system is another hindrance encountered in E-HRM practices implementation	7 20%	9 25.7%	8 22.8%	8 22.8%	3 8.5%
Limited knowledge and skills by the employees in the use of the E-HRM practices is another difficulty encountered	11 31.4%	8 22.8%	10 28.5%	6 17.1%	00
Organizational internal resistance by the employees in the use of E-HRM practices is another limitation encountered	15 42.8%	5 14.2%	9 25,7%	6 17.1%	00
Internet connectivity which is very slow or on and off has also deterred the implementation of E-HRM practices in the company	4 11.4%	6 17.1%	11 31.4%	13 37.1%	00
Inadequate infrastructure to support the implementation of E-HRM practices is another limitation encountered	8 22.8%	9 25.7%	5 14.2%	11 31.4%	2 5.7%

Source: *Primary data*

Table 9 represents the descriptive statistics on the challenges faced by UCL in implementing electronic human resource management practices for better organizational performance. According to study, 22.8%% strongly agreed and 34.2% of the respondents agreed that the high costs required in the initial implementation of E-HRM practices has been a major impediment, 20% were not sure whereas a total of 20% of the respondents disagreed and 2.8% strongly disagreed with the statement. The study also found out that 20% and 25.7% of the respondents strongly agreed and agreed respectively that security concerns like hacking into the system is another hindrance encountered in E-HRM practices implementation, 22.8% were not sure whereas 22.8% and 8.5% of the respondents disagreed and strongly disagreed respectively with the statement put across.

The study further revealed that 31.4% and 22.8% of the respondents strongly agreed and agreed respectively that limited knowledge and skills by the employees in the use of the E-HRM practices is another difficulty encountered, 28.5% of the respondents were not sure whereas 17.1% disagreed with the statement put across. The study found out that 42.8% and 14.2% of the respondents strongly agreed and agreed respectively that organizational internal resistance by the employees in the use of E-HRM practices is another limitation encountered, 25.7% of the respondents were not sure whereas 17.1% disagreed with the statement put across.

Additionally, the study illustrated that 11.4% strongly agreed and 17.1% of the respondents agreed that internet connectivity which is very slow or on and off has also deterred the implementation of E-HRM practices in the company, whereas 31.4% of the respondents were not sure of the statement put across. Finally, the study established that 22.8% and 25.7% of the respondents strongly agreed and agreed respectively that inadequate infrastructure to support the implementation of E-HRM practices is another limitation encountered, 14.2% were not sure whereas 31.4% and 5.7% of the respondents disagreed and strongly disagreed respectively with the statement put across.

From the study findings, it can therefore be noted that the major challenges faced by UCL in implementing E-HRM practices for better organizational performance are the high costs required in the initial implementation of E-HRM practices and limited knowledge and skills by the employees in the use of the E-HRM practices which were represented by 92.4% and 88.1% of

the respondents who agreed respectively. The findings are in line with the literature by Kaur (2012) who noted that technology pulls cost. In implementing a technology based HR system, a huge initial investment is required. Once implemented, it reduces the operational costs. Large organizations may install HR portals/packages while it is difficult for a small or medium sized organization to afford them.

The findings also relate with Porter & Kakabadse (2006) who pointed out that before the implementation of technological innovations in the organisation, HR itself is the biggest obstacle. Due to IT implementation various issues like Skills/Knowledge for its use, employment risks etc. always rise in its way. Acceptance from the workforce is needed for utilizing it up to its fullest. In the information era, information and communication technology (ICT) is widespread and has become an integral part of almost all jobs occupied by knowledge workers (Porter, & Kakabadse, 2006). It increases the burden of the employees by spending more time connected.

4.5 Solutions to challenges faced by UCL in implementing E-HRM practices for better organizational performance

Table 10 summarizes respondents' responses on the solutions to challenges faced by UCL in implementing E-HRM management practices for better organizational performance by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 10: Solutions to challenges faced by UCL in implementing E-HRM practices

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SDA
	F (%)	F (%)	F (%)	F (%)	F (%)

The company needs to set up a budget meant for the implementation of E-HRM practices	12 34.2%	13 37.1%	6 17.1%	4 11.4%	00
Training on the proper use of the E-HRM practices needs to be given to both the management and employees in the company	13 37.1%	12 34.2%	4 11.4%	6 17.1%	00
The ICT department in the company needs to be empowered with enough infrastructure to support the implementation of E-HRM practices	16 45.7%	8 22.8%	5 14.2%	6 17.1%	00
Policies for adoption and implementation of E-HRM practices in the company need to be developed and communicated	7 20.0%	9 25.7%	12 34.2%	7 20.0%	00
The management needs to be fully committed to supporting the implementation of E-HRM practices in the company	6 17.1%	11 31.4%	10 28.5%	8 22.8%	00
The use of passwords and strong anti-viruses need to be enhanced to reduce security challenges and loss of data	16 45.7%	4 11.4%	10 28.5%	5 14.2%	00

Source: *Primary data*

Table 10 represents the descriptive statistics on the solutions to challenges faced by UCL in implementing E-HRM management practices for better organizational performance. According to study, 34.2% strongly agreed and 37.1% of the respondents agreed that the company needs to set up a budget meant for the implementation of E-HRM practices, 17.1% were not sure whereas a total of 11.4% of the respondents disagreed with the statement put across. The study also found out that 37.1% and 34.2% of the respondents strongly agreed and agreed respectively that training on the proper use of the E-HRM practices needs to be given to both the management and employees in the company, 11.4% were not sure whereas 17.1% of the respondents disagreed with the statement put across.

The findings illustrated that 45.7% strongly agreed, 22.8% of the respondents agreed that the ICT department in the company needs to be empowered with enough infrastructure to support the implementation of E-HRM practices, 14.2% were not sure while 17.1% of the respondents

disagreed with the statement put across. The study also revealed that 20% strongly agreed and 25.7% of the respondents agreed that policies for adoption and implementation of E-HRM practices in the company need to be developed and communicated, 34.2% of the respondents were not sure whereas 20% of the respondents disagreed with the statement put across.

In addition, the study established that 17.1% and 31.4% of the respondents strongly agreed and agreed respectively that the management needs to be fully committed to supporting the implementation of E-HRM practices in the company, 28.5% were not sure whereas 22.8% of the respondents disagreed with the statement put across. Finally, study illustrated that 45.7% and 11.4% of the respondents strongly agreed and agreed respectively that the use of passwords and strong anti-viruses need to be enhanced to reduce security challenges and loss of data, 28.5% of the respondents were not sure whereas 14.2% disagreed with the statement put across.

The major solutions to challenges faced by UCL in implementing E-HRM management practices for better organizational performance are the need to set up a budget meant for the implementation of E-HRM practices and the need for training on the proper use of the E-HRM practices to be given to both the management and employees in the company which were all represented by 88.1% of the respondents who agreed.

Overall, the findings suggest a range of opinions among the respondents regarding the proposed solutions to challenges in E-HRM implementation. While some solutions received stronger agreement, others were met with more uncertainty or disagreement. It's notable that management commitment, training, and ICT infrastructure empowerment appear to be areas of particular importance. These insights could help UCL tailor their strategies for better E-HRM implementation and organizational performance

4.6 How the existing electronic recruitment and electronic selection improves on the organizational performance at Uganda clays limited

Table 11 summarizes respondents response to how the existing electronic recruitement and electronic selection improves on the organizational performance by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 11 existing electronic recruitment and electronic selection improves on the organizational performance at Uganda clays limited

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SDA
	F (%)	F (%)	F (%)	F (%)	F (%)
There is a wider application out reach for UCL to applicants as applications can be accessed online	12 34.2%	13 37.1%	6 17.1%	4 11.4%	00
It has lowered the cost of advertising in terms of payment to appear on news outlets and other marketing agencies	13 37.1%	12 34.2%	4 11.4%	6 17.1%	00
There is availability and accessibility of company data at all times to employees where employees have to use for example a password or a code to have access to UCL data	16 45.7%	8 22.8%	5 14.2%	6 17.1%	00
It has minimized the number of useless/invalid applications because UCL provides information on the job and other further information helping applicants remove themselves automatically	7 20.0%	9 25.7%	12 34.2%	7 20.0%	00

It helps identify and select the best candidates out of a wide range of candidates while giving the organization chance to improve its profile	6 17.1%	11 31.4%	10 28.5%	8 22.8%	00

Source: primary data

Table 11 represents descriptive data on existing electronic recruitment and electronic selection improves on the organizational performance at Uganda clays limited . according to the study,34.2%stronglyagreed and 37.1% of the respondents agreed that there is a wider application out reach for UCL to applicants as applications can be accessed online , 17.1% were not sure whereas a total of 11.4% of the respondents disagreed with the statement. The study also found out that 37.1% and 34.2% of the respondents strongly agreed and agreed respectively that electronic human resource has lowered the cost of advertising in terms of payment to appear on news outlets and other marketing agencies, 11.4% were not sure whereas 17.1% of the respondents disagreed with the statement.

The data shows that 45.7% strongly agreed, 22.8% of the respondents agreed that there is availability and accessibility of company data at all times to employees where employees have to use for example a password or a code to have access to UCL data, 14.2% were not sure while 17.1% of the respondents disagreed with the statement put across. The study also revealed that 20% strongly agreed and 25.7% of the respondents agreed that It has minimized the number of useless/invalid applications because UCL provides information on the job and other further information helping applicants remove themselves automatically, 34.2% of the respondents were not sure whereas 20% of the respondents disagreed with the statement put across

To add to that the study established that 17.1% and 31.4% of the respondents strongly agreed and agreed respectively that electronic human resource helps identify and select the best candidates out of a wide range of candidates while giving the organization chance to improve its profile, 28.5% were not sure whereas 22.8% of the respondents disagreed with the statement put across.

From the study findings, it can therefore be noted that the existing electronic recruitment and electronic selection improves on the organizational performance at Uganda clays limited through

a wider application out reach for UCL to applicants as applications can be accessed online which was all represented by 71.3 % of the respondents who agreed.

In conclusion, the data reflects a generally positive perception of how existing electronic recruitment and electronic selection practices have contributed to organizational performance at Uganda Clays Limited. Respondents seem to appreciate the wider application outreach, reduced advertising costs, availability of company data, and potential for identifying better candidates. However, there are varying opinions on whether electronic recruitment has effectively minimized invalid applications and enhanced candidate selection and this could help inform UCL's understanding of how electronic recruitment and selection practices are perceived by its workforce and may guide decisions for further improvement in these areas.

4.7 In which way has electronic performance management led to the improvement of organizational performance at Uganda clays limited

Table 12 summarizes respondents response to how electronic performance management led to the improvement of organizational performance at Uganda clays limited by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 12 which way has electronic performance management led to the improvement of organizational performance at Uganda clays limited

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SDA

	F (%)	F (%)	F (%)	F (%)	F (%)
It has led to development of training strategies because of failure among some employees in using the system	17 48.5%	7 20%	6 17.1%	8 22.8%	00
It helps in boosting employee productivity and engagement through bringing the employer closer to the employee without being in the workplace	9 24.7%	12 34.2%	8 22.8%	6 17.1%	00
It helps in self-evaluation of employees since electronic performance systems are made to immediately show your performance basing on how many times you have logged into their system	8 22.8%	7 20%	9 25.7%	11 31.4%	00
It has led to real time reporting since electronic performance management systems give instant feedback on work being done	10 28.5%	10 28.5%	5 14.2%	10 28.2%	00
It's saves times because it prevents time wasting in physically meeting of employees as the electronic performance management system is able to track employee work	15 42.8%	11 31.4%	4 11.4%	5 14.2%	00

Source: *Primary data*

Table 12 represents the descriptive statistics on how electronic performance management led to the improvement of organizational performance at Uganda clays limited. According to study, 48.5% strongly agreed and 20.0% of the respondents agreed that it has led to development of training strategies because of failure among some employees in using the system, 17.1% were not sure whereas a total of 22.8% of the respondents disagreed with the statement. The study also found out that 24.7% and 34.2% of the respondents strongly agreed and agreed respectively that It helps in boosting employee productivity and engagement through bringing the employer closer to the employee without being in the workplace, 22.8% were not sure whereas 17.1% of the respondents disagreed with the above statement.

The study further revealed that 22.8% and 20% of the respondents strongly agreed and agreed respectively that It helps in self-evaluation of employees since electronic performance systems are made to immediately show your performance basing on how many times you have logged into their system , 25.7% of the respondents were not sure whereas 31.4% disagreed with the statement put across. The study found out that 28.5% and 28.5% of the respondents strongly agreed and agreed respectively that it has led to real time reporting since electronic performance management systems give instant feedback on work being done, 14.2% of the respondents were not sure whereas 28.2% disagreed with the statement put across.

Additionally, the study illustrated that 42.8% strongly agreed and 31.4% of the respondents agreed that it helps identify and select the best candidates out of a wide range of candidates while giving the organization chance to improve its profile, whereas 11.4% and 14.2% of the respondents were not sure and disagreed to the statement put across.

Generally respondents believe that electronic performance management has positive effects on organizational performance at Uganda Clays Limited. It is seen as contributing to the development of training strategies, boosting employee productivity and engagement, and enabling real-time reporting. However, there is some uncertainty regarding the system's impact on self-evaluation of employees and majority believe that the system saves time by eliminating the need for physical meetings to track employee work.

4.8; How electronic training and development has led to improved organizational performance

Table 13; summarizes respondents response to how electronic training and development has led to improved organizational performance by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 13; How electronic training and development has led to improved organizational performance

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SDA
	F (%)	F (%)	F (%)	F (%)	F (%)
It has led to mass training of different people in different areas	13 37.1%	8 22.8%	9 25.7%	5 14.2%	00
There has been cost saving interns of travel expenditures to train different groups of people as they can be trained at once	10 28.5%	9 25.7%	7 20.0%	9 25.7%	00
It has enabled UCL to be more competitive in the employment world	11 31.4%	10 28.5%	8 22.8%	6 17.1%	00
There is a diverse availability of educational content from UCL and even more content related to work using web links	9 25.7%	7 20.0%	9 25.7%	10 28.5%	00
It reduces the time spent on physically training people	17% 48.5	13% 37.1	05% 14.2	00	00

Source: *Primary data*

Table 13 represents the descriptive statistics on, how electronic training and development has led to improved organizational performance. The study shows that, 37.1% strongly agreed and 22.8% of the respondents agreed that it has led to mass training of different people in different areas, 25.7% were not sure whereas a total of 14.2% of the respondents disagreed with the statement put across. The study also found out that 28.5% and 25.7% of the respondents strongly

agreed and agreed respectively There has been cost saving interns of travel expenditures to train different groups of people as they can be trained at once, 20.0% were not sure whereas 25.7% of the respondents disagreed with the statement put across. The study further established that, 31.4% and 28.5% of the respondents strongly agreed and agreed respectively that it has enabled UCL to be more competitive in the employment world, 22.8% of the respondents were not sure whereas 17.1% disagreed with the statement put across.

The findings show that 25.7% strongly agreed, 20.0% of the respondents agreed that there is a diverse availability of educational content from UCL and even more content related to work using web links, 25.7% were not sure while 28.5% of the respondents disagreed with the statement put across. The study also revealed that 48.5% strongly agreed and 37.1% of the respondents agreed that it reduces the time spent on physically training people, 14.2% of the respondents were not sure of the statement.

A significant majority (85.6%) either strongly agreed or agreed that electronic training and development reduce the time spent on physically training people. This implies that the electronic approach streamlines training processes.

In summary, generally electronic training and development positively in terms of enabling mass training, potential cost savings, increased competitiveness, and reduction in time spent on physical training. However, opinions are more divided when it comes to the availability of diverse educational content from UCL.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion and recommendations of the findings in relation to the objectives under study.

5.1 Summary of findings

The study findings revealed that the major existing electronic human resource management practices used in Uganda Clays Limited are electronic recruitment and selection plus electronic training and development which were all represented by 88.1% of the respondents who agreed. However, there are other existing electronic human resource management practices used in Uganda Clays Limited that were pointed out and these included; electronic welfare where an online system is used to design employees' welfare suitably, electronic employee management systems to evaluate employees' performance, electronic assessment where employees are assessed fast and accurately using online systems, electronic idea and creativity exchange system and electronic compensation where a software is used to model and manage employee compensation meritoriously.

The study further revealed that the major challenges faced by UCL in implementing E-HRM practices for better organizational performance are the high costs required in the initial implementation of E-HRM practices and limited knowledge and skills by the employees in the use of the E-HRM practices which were represented by 92.4% and 88.1% of the respondents who agreed respectively. However, there are other challenges faced by UCL in implementing E-

HRM practices for better organizational performance that were pointed out and these included; security concerns like hacking into the system, organizational internal resistance by the employees in the use of E-HRM practices, slow or on and off internet connectivity and inadequate infrastructure to support the implementation of E-HRM practices.

Finally, the study findings revealed that the major solutions to challenges faced by UCL in implementing E-HRM management practices for better organizational performance are the need to set up a budget meant for the implementation of E-HRM practices and the need for training on the proper use of the E-HRM practices to be given to both the management and employees in the company which were all represented by 88.1% of the respondents who agreed. However, there are other solutions to challenges faced by UCL in implementing E-HRM management practices that were pointed out and these included; the need to empower the ICT department with enough infrastructure to support the implementation of E-HRM practices, the need to adopt and implement policies of E-HRM practices, the need for management's full committed to supporting the implementation of E-HRM practices and the need to enhance the use of passwords and strong anti-viruses to reduce security challenges and loss of data.

5.2 Conclusion

From the study findings, it can therefore be concluded that there are several electronic human resource management practices used in Uganda Clays Limited for example; electronic recruitment and selection, electronic training and development, electronic welfare, electronic employee management systems, electronic assessment, electronic idea and creativity exchange system and electronic compensation. In addition, it can be concluded that there are several challenges faced by UCL in implementing E-HRM practices for example; high costs required needed in the initial implementation of E-HRM practices, limited knowledge and skills by the employees in the use of the E-HRM practices, security concerns, organizational internal resistance, slow internet connectivity and inadequate infrastructure to support implementation of E-HRM practices. Finally, it can be concluded that several solutions have been devised to counter the challenges faced by UCL in implementing E-HRM management practices for example; the need to set up a budget meant for the implementation of E-HRM practices and the

need for training on the proper use of the E-HRM practices to be given to both the management and employees in the company.

5.3 Recommendations

The study provides the following recommendations on the effects of electronic human resource management practices on organizational performance: a case study of Uganda Clays Limited:

Cross cultural training of HR personnel: The researcher recommends that to fully implement e-HRM in the company, strategies should be developed to ensure the cross cultural training of the personnel in the HR Department so that so that they understand other cultural background and people and avoid conflict of interests.

Motivation: The researcher also recommends that motivation of the employees is required so that they continue to be a part of the organization and contribute more towards the implementation of the e-HRM practices in the company's operations. It should be kept in mind that apart from the financial motivation, training and development opportunities, job satisfaction and other motivational factors should be taken into account.

Adaptability: The researcher also recommends that the human resource management of the company should adapt itself to the changing environment and technology and should opt for sufficient and sustainable technological supportability of equipment and resources.

Flexibility: The researcher also recommends that the human resource technologies adopted in the company should be agile and flexible so as to accommodate the changes in the adjust to the new paradigm shift. The demands of the changing economy should be taken care while developing new policies or changing existing policies.

Technical training: The researcher recommends that changes in the workplace often require the implementation of additional training for workers. As training and development is generally the realm of the HR department, this creates yet another challenge for human resource managers. HR must first determine what training is necessary and then implement training measures to ensure all workers can keep up with technical changes. Human resource managers must also determine

when it may train existing employees, and when it must search for new workers to fill technical positions within the organization.

Communication: To ensure the smooth implementation of the e-HRM system, the researcher recommends that the company must address the potential issues like calculating organizational impact and proper communication of the various training plans to the employees.

Monitoring and feedback: The researcher further recommends that successful implementation of e-HRM practices has to be followed with regular and periodic follow up. This will ensure to understand and solve the problems faced after the implementation, and accordingly steps can be taken for the further improvement or modification of the system.

5.4 Areas for further research

The study was not conclusive and therefore recommended the following areas for further research.

The study recommends that more research needs to be done on the relationship between electronic recruitment and selection and organizational performance.

The study also recommends that more research needs to be done on the relationship between electronic training and development and organizational performance.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

FOR EMPLOYEES OF UGANDA CLAYS COMPANY

Dear Respondent,

I am Ocilo Joshua a student pursuing a Bachelor's Degree of Human Resource Management (BHRM) of UCU. As a requirement for the award of Degree of BHRM, I am required to conduct a research. My topic of study is the effects of electronic human resource management practices on organizational performance: a case study of Uganda Clays Limited. Upon that background, you have been selected as an important respondent for this study which is purposely for academic purpose. I therefore kindly request you to truthfully provide responses to the following questions. All information will be treated utmost confidentiality.

SECTION A: BACKGROUND DATA

Please tick the box representing the most appropriate responses for you in respect of the following items:

1. Gender

(a) Male
(b) Female

2. In what age bracket do you belong?

(a) Below 21 years
(b) 21-30 years
(c) 31-40 years
(d) 41+ years

3. What is your highest level of education?

(a) Certificate
(b) Diploma
(c) Bachelor's Degree
(d) Master's Degree
(e) Others specify…….

4. Which department do you belong to?

(a) Administration & Human Resource department
(b) Accounts & Finance department
(c) Procurement & Logistics department

(d) Operations department
(e) Sales & Marketing department

5. For how long have you worked with Uganda Clays Limited?

(a) Less
than 1 year
(b) 1-5 years
(c) 6-10 years
(d) Above 10 years

Section A : How does Electronic recruitment and electronic selection improve on the organizational performance of the UCL
Rate the degree of agreement on how the existing electronic recruitment and electronic selection improves on the organizational performance at Uganda clays limited using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

S.No	How electronic recruitment and selection improves organizational performance	SA	A	NS	D	SD
25	There is a wider application out reach for UCL to applicants as applications can be accessed online					
26	It has lowered the cost of advertising in terms of payment to appear on news outlets and other marketing agencies					
27	There is availability and accessibility of company data at all times to employees where employees have to use for example a password or a code to have access to UCL data					
28	It has minimized the number of useless/invalid applications because UCL provides information on the job and other further information helping applicants remove themselves automatically					
29	It helps identify and select the best candidates out of a wide range of candidates while giving the organization chance to improve its profile					

What other ways has Uganda clays limited improved on organazitional performance through electronic recruitment and selection other than thr ones mentioned above ?
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……..……..

Section B

How has organizational performance improved at Uganda clays limited after the introduction of Electronic training and development

Rate the degree of agreement in which organizational performance is improved using electronic training and development at Uganda clays limited using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree)

S.no	How E-training&development have improved organizational performance	SA	A	NS	D	SD
30	It has led to mass training of different people in different areas					
31	There has been cost saving interns of travel expenditures to train different groups of people as they can be trained at once					
32	It has enabled UCL to be more competitive in the employment world					
33	There is a diverse availability of educational content from UCL and even more content related to work using web links					
34	It reduces the time spent on physically training people					

What are the other ways in which electronic training and development has improved on the organizational performance of Uganda clays limited?

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Section C

In which way has electronic performance management led to the improvement of organizational performance at Uganda clays limited

Rate the degree of agreement in which electronic performance management has led to improved organizational performance using a scale of 5(strong), 4(agree) ,3(not sure),2(disagree) and 1(strongly disagree)

S.no	How E-performance management has led to organizational development	SA	A	NS	D	SD
35	It has led to development of training strategies because of failure among some employees in using the system					

36	It helps in boosting employee productivity and engagement through bringing the employer closer to the employee without being in the workplace					
37	It helps in self evaluation of employees since electronic performance systems are made to immediately show your performance basing on how many times you have logged into their system					
38	It has led to real time reporting since electronic performance management systems give instant feedback on work being done					
39	It's saves times because it prevents time wasting in physically meeting of employees as the electronic performance management system is able to track employee work					

What are the other ways in which electronic performance management has led to organizational development in Uganda clays limited?

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Section D

What are the merits of Uganda clays limited in using electronic compensation and rewards to improve on the organizational performance

Rate the degree of agreement in which the use of electronic compensation and rewards leads to improved organizational performance using a scale of 5(strong), 4(agree) ,3(not sure),2(disagree) and 1(strongly disagree)

S.no	Merits of E-compensation and rewards	SA	A	NS	D	SD
40	It provides critical access to compensation information without the need for a dedicated IT team					
41	It provides round the clock of meaningful compensation information to senior managers					
42	Electronically sent Compensation Alerts notify managers when a Compensation Cycle is available for their group. When complete, changes are submitted and routed for approval					
43	Automated Salary proration and eligibility rules further eliminate manual intervention					

What are the other ways that Uganda clays limited has improved on organizational performance through electronic compensation and reward systems ?

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Section E: The existing electronic human resource management practices in UCL

Rate your degree of agreement on the existing electronic human resource management practices in Uganda Clays Limited using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Electronic human resource management practices in UCL	SA	A	NS	D	SD
7	The company conducts electronic recruitment and selection of employees where online application is conducted					
8	The company conducts electronic training and development of its employees					
9	The company also conducts electronic welfare where an online system is used to design employees' welfare suitably					
10	The company uses electronic employee management systems to evaluate employees' performance effectively					
11	The company uses electronic assessment where employees are assessed fast and accurately using online systems					
12	The company has developed an electronic idea and creativity exchange system to stimulate management of self-responsibility for each employee					
13	The company uses electronic compensation where a software is used to model and manage employee compensation meritoriously					

What are the other the existing electronic human resource management practices in Uganda Clays Limited other than the ones mentioned above?

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Section F: Challenges faced by UCL in implementing electronic human resource management practices for better organizational performance

Rate your degree of agreement on the challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	Challenges	SA	A	NS	D	SD
14	The high costs required needed in the initial implementation of E-HRM practices has been a major impediment					
15	Security concerns like hacking into the system is another hindrance encountered in E-HRM practices implementation					
16	Limited knowledge and skills by the employees in the use of the E-HRM practices is another difficulty encountered					
17	Organizational internal resistance by the employees in the use of E-HRM practices is another limitation encountered					
18	Internet connectivity which is very slow or on and off has also deterred the implementation of E-HRM practices in the company					
19	Inadequate infrastructure to support the implementation of E-HRM practices is another limitation encountered					

What are the other challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance other than the ones mentioned above?

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Section G: Solutions to challenges faced by UCL in implementing electronic human resource management practices for better organizational performance

Rate your degree of agreement on the solutions to challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

s. no	**Solutions to the above challenges**	**SA**	**A**	**NS**	**D**	**SD**
19.	The company needs to set up a budget meant for the implementation of E-HRM practices					
20	Training on the proper use of the E-HRM practices needs to be given to both the management and employees in the company					
21	The ICT department in the company needs to be empowered with enough infrastructure to support the implementation of E-HRM practices					
22	Policies for adoption and implementation of E-HRM practices in the company need to be developed and communicated					
23	The management needs to be fully committed to supporting the implementation of E-HRM practices in the company					
24	The use of passwords and strong anti-viruses need to be enhanced to reduce security challenges and loss of data					

What are the other solutions to challenges faced by Uganda Clays Limited in implementing electronic human resource management practices for better organizational performance other than the ones mentioned above?

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Thank you for your cooperation