HUMAN RESOURCE INFORMATION SYSTEMS PRACTICES AND EMPLOYEE PERFORMANCE IN KENYA POLICE SERVICE

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ABSTRACT

Tremendous implementation of technology on organizations has amplified the use of information systems in various functions and departments for organizational competitive advantage and success. Even though Human Resource Information Systems (HRIS) propels this technology rush, little information exists on HRIS in Kenya Police service employees performance forming the focus of this study. To get a clear understanding of the effect of human resource information systems practices on employee performance in Kenya Police Service; this study assesses the levels of systems manipulation of human resource functions like e-recruitment practices and e-payroll management practices on employee performance in Kenya Police Service. This study used a descriptive research design method, by employing both qualitative and quantitative approaches. The target population of the study was220 management staffs in Kenya Police Service, Nairobi. Questionnaires tools were used to collect both quantitative and qualitative data respectively. Stratified sampling was adopted to identify the category of respondents for the study. Qualitative data was analyzed under the thematic method and quantitative data under statistical method. Data was analysed by SPSS version 25 using descriptive and inferential statistics to establish the relationship between the study variables. The findings in the study indicate significant positive associations between various HRIS practices and employee performance within the Kenya Police Service. Specifically, e-recruitment and e-payroll management demonstrated positive impacts on employee performance outcomes with beta coefficients of 0.404, and 0.488 respectively, all with p-values below 0.05. These findings underscore the importance of leveraging HRIS technologies to enhance organizational effectiveness and productivity in law enforcement settings. Based on these results, it is recommended that by leveraging technology to streamline recruitment, and payroll management can improve employee performance, enhance service delivery, and ultimately contribute to greater public safety and security.

Key Words: Human Resource Information Systems Practices, Employee Performance, Kenya Police Service, E-Recruitment, E-Payroll

Background of the Study

An HRIS is an integrated software, hardware, support functions, system policies, and procedures into an automated system process that supports the strategic and operational process of HR departments and their managers (Chauhan, Sharma, &Tyagi, 2017).According to Kassim and his associates (2022), the salient factor impacting organizations and employees today is technological change. However, organizations are highly using human resource information systems to manage employee data. Surveys have revealed that a great percentage of organizations are currently using human resource information systems to collect and store data about employees to enhance employment decision

The world at large has contributed greatly to Human Resource thus enabling it to expand its horizons, perspectives, and use of technology. As a result, it has led to the introduction of worldwide HRIS in some multinational corporations and different HRIS strength, weaknesses, opportunities, and threats have emerged (Ferdous, Chowdhury & Bhuiyan, 2019). Human resource information systems (HRIS) has increasingly moved to a better level since it was first introduced at the General Electric in the 1950s. It is trusted that future economic and competitive advantage will rest with the firms that can effectively attract, bring up, and retain diverse set ups of the perfect human talent in the market place (Kavanagh et al., 2022). HR Information Systems provide Human Resource Management with the opportunity to become a more efficient and strategic function by standardizing the majority of the organization's HR processes, improving the quality and speed of available information and improving services to employees (Ball, 2017).

Statement of the Problem

With globalization and shiftfrom industrial to information age in the millennium, efficient and effective management of human capital is increasingly becoming imperative and complex process (Kristine, Grant &Wiblen, 2022).There are many challenges that Kenya Public Sectors have to overcome by adoption of technology in their operations. According to Wandago, Odhuno and Kambona (2020) in their study of ICT in public organizations in Kenya.

Further, Kananu (2019) of Moi University argues that even though human resource information systems have gained popularity as a strategy for competitive advantage, little information exists on its influence on the performance of public universities in Kenya. Even though some research has been done to address the benefits in the introduction of human resource information systems, a little investigation, instead, is available to measure the effects of human resource information systems on the performance of public institutions (Dottorato&Benfatto, 2020). A study was done by Ball, (2017) on the Use of Human Resource Information Systems, show that the effectiveness of HRIS in achieving organizational efficiency has a positive effect on the impact on HR functions.

Similarly, Wachira (2020) conducted a study investigating the reasons for introducing HRIS and revealed that cost saving is the main driving force. Kambona (2020) in his study of ICT in public organizations in Kenya confirmed that human resource information systems had been introduced to the Kenyan public sectors recently. Even though some research has been done to address the benefits of human resource information systems, a little investigation is available to measure its effects on performance on the public sector (Dottorato&Benfatto, 2020).

According to section 14 of the Act, the Police service is founded in our Nation to carry out the roles that follows; · Maintenance of law and order, the preservation of peace the protection of life and property, the prevention and detection of crime, the apprehension of offenders and the enforcement of all laws and regulations with which it is charged Kenya Police Service 2006 (Sec 57). However, a poor service delivery of National police service in its human resource practices due to corruption, fraud, nepotism and gross mismanagement. Ndung'u, (2020) hence contributing to organization failure (Okoth &Gemechu (2019). Henceformed the basis of the

study in examining the Effect of Human Resource Information System practices on Employee Performance of Kenya Police Service.

Objectives of the Study

The main focus of this study was to examine the effect of human resource information systems practices on employee performance in Kenya Police Service.

Specific objectives

i.   To determine the effect of e-recruitment practices on employee performance in Kenya Police Service.
ii. To investigate the effect of e-payroll management practices on employee performance in Kenya Police Service.

LITERATURE REVIEW

Theoretica lReview

Resource-based view of the firm

According to Barney (1991), an organization's investment in its employees can be a source of sustainable competitive advantage and high performance. This implies that firms develop, through their HRM practices, internal workforce capabilities that are rare valuable, cannot be imitated nor substitutable, and that this allows them to exploit opportunities or neutralize environmental threats to a greater extent than their competitors. Thus, for the advantages created by a firm's investment in its human capital resources to be sustained over time, its employees must remain committed to the organization. As a result, with the development of strategically-relevant employee capabilities that is knowledge, skills, and abilities, organizations should also cultivate employee commitment. This means that if the organization can develop its employee's Skills, Knowledge, Abilities,and Competencies, this will be for their competitive advantage and employees will be confident and motivated and reciprocate by becoming loyal and committed to the organization.

This theory applies to the relationship between human resource management practices and organizational commitment in the sense that, rather than forcing employee compliance with organizational goals and restricting employee discretion through narrowly-defined jobs, work simplification, close supervision, standardization of processes/outcomes, and extensive rules and procedures, organization's high-commitment approach to human resource management practices would create conditions necessary to facilitate voluntary employee involvement and identification with organizational goals ((Barney, 1991).
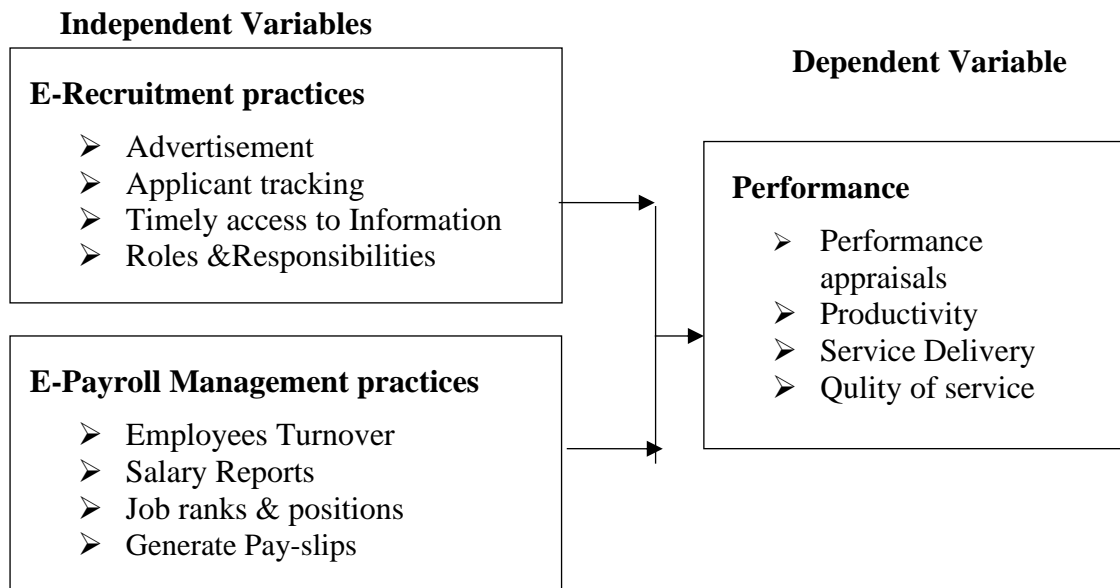
Best practice model

The best practice model is based on the assumption that, there is a set of superior or best HRIS practices, and that adopting them will inevitably lead to superior organizational performance (Luthans *et al*., 2018). The notion of the best practice was identified initially in the early US models of HRIS, many of which raised the idea that the adoption of certain 'best' human resource practices would result in superior organizational performance, shown in improved employee attitudes and behavior, lower levels of absenteeism and turnover intention, higher levels of skills, knowledge and abilities which results to higher productivity, enhanced quality and efficiency and of course increased profitability (Marchington and Wilkinson, 2018).

The elements of HRIS best practices identified by Pfeffer (1998) are now widely recognized, if not universally accepted: job security, selective hiring, team work, high wages, extensive training, narrow status differentials and communication, and employee involvement. This models applies to the relationship between the human resource management practices and organizational commitment in the sense that, organizations will benefit and see improvements

in organizational commitment if they can identify, gain commitment to and implement a set of best HRIS practices as asserted by Pfeffer (1998) that, firms will see performance gains by identifying and implementing best practices irrespective of the product market situation, industry or location of the firm.

Conceptual Framework

Mugenda and Mugenda (2013) observed that a conceptual framework is a hypothesized model identifying the model under study and the relationship between the dependent and independent variables. A conceptual framework is a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Kombo and Tromp, 2006). According to William (2017), most research reports cast the problem statement within the context of a conceptual or theoretical framework. On the other hand, Eisenhart and Borko (2017) a conceptual framework is a skeletal structure of justification, rather than a skeletal structure of explanation based on formal logic or accumulated experience. According to Kothari (2018), a conceptual framework links the independent variable to the dependent variable. The following conceptual framework depicts the relationship between the independent variable and the dependent variable; it were based on four independent variables and one dependent variable.

Independent Variables

Dependent Variable

E-Recruitment practices

➤ Advertisement
➤ Applicant tracking
➤ Timely access to Information
➤ Roles &Responsibilities

Performance

➤ Performance appraisals
➤ Productivity
➤ Service Delivery
➤ Qulity of service

E-Payroll Management practices

➤ Employees Turnover
➤ Salary Reports
➤ Job ranks & positions
➤ Generate Pay-slips

Figure 2. 1: Conceptual Framework

Effect of recruitment practices

Delivering human resource services online supports more efficient collection, storage, distribution and exchange of data (Dery, Grant &Wiben, 2019). Again this is corroborated by Lengnick-Hall and Lengnick-Hall (2017), who attest that human resource information system provides a comprehensive database; which enables organizations to provide structural connectivity across units and activities and increase the speed of information transactions more particularly in recruitment processes. Kovach et al. (2017), Ball (2018), Fletcher (2017), Ngai and Wat (2006), in their study on effects of e-recruitment practices onthe performance of public universities establish and agree as to the timely access of information and saving administrative costs by recruiting online.

Averbrook (2022) claims that recruitment procedure is one of the last activities most organizations consider important for integration with performance, but it is one of the most important. As talent becomes harder to find, recruiters look within their own house for the next

applicant for that all-important job. Aston Beadles II (2022) argues in his research on the impact of e-recruitment practices and organization performance that HRIS has been envisioned as having a substantial impact on the importance of human resource departments, leading to a more strategic/managerial role and contributing to the organization's competitiveness, as well as creating new paths for HR to add value to the organization. However, HR directors did not perceive that the HRIS had a positive impact on the role of the human resources department in the organization, with only 30% and 40%, respectively, agreeing that the HR department had become more important and had become more of a strategic partner in the institution.

Besides, in the context of higher education institutions (Rawat, 2020) informs that the efficiency and effectiveness, the quality of e-recruitment practices will enable universities to format a profile of their staff, their strengths,and weaknesses so that they will know what.Accordingly, they will be able to structure appropriate development promotion, training,and recruitment. Therefore then the right people will be in the right place at the right time hence quality HR and personnel management. Rawash further argues that nowadays higher education institutions face a significant task: improving learning environments at the same time reducing administrative operating costs through e-recruitment practices process. Similarly, Nankervis, Compton,and Morrisey (2019) presume that HRIS enable their users to undertake a complex analysis of recruitment patterns and trends evaluations of the effectiveness of such process and reports on the costs and benefits of different selection techniques.

Other proponents of e-recruitment practices and selection such as El -notandLeat (2017) in their survey on recruitment and selection practices in Egypt Education, Business and Society, realized that online recruitment could decrease cycle time and increase the efficiency of the process by allowing organizations to spend less time gathering and sorting data. Dineen andNoe (2020) in their study on applicant pool characteristics in web-based recruitment, whereby results lead to a more accurate assessment of applicant fit and this in effect reduces the number of poor fit applicants.

According to Rangriz, Mehrabi and Azadegan (2017) in their study titled the impact of HRIS on strategic decisions in Iran, in which they concluded that it's time the public sector catches the wave oftechnologicalchanges.Johan (2018) proposes that use of e-recruitment practices saves on time and reduces the cost of the recruitment process. Labor turnover trends can indicate particular problem areas that need to be corrected before further recruitment takes place. Alternatively, if the problems are unavoidable, the recruitment campaign can be modified to make allowance for them.

IS supported workflows for the contracting phase are only a few examples of the various ways by which information systems today support recruitment processes (Gurol, Wolf andErtemsir2020). In the HR planning process it is easier to follow workforce gaps, the quantity,and quality of the labor force and to plan future workforce requirements with the help of HR knowledge systems (Dessler, 2017). Human resource information systems can support long-range planning with information for labor force planning and supply and demand forecast; staffing with information on equal employment, separations and applicant qualifications; and development with information on trainingprograms, salary forecasts, pay budgets and labor or employee relations with information on contract negotiations and employee assistance needs (Shibly, 2017).

In Kenya, a handful of evaluation studies carried out to reveal that the need for e-recruitment practices is vital to organization efficiency and competitiveness in the growing global economy. Kananu (2019) in a comparative assessment survey on the utilization of human resource information systems in Kenyan universities premises her observations on similar grounds and acknowledges that human resource information systems are to be commonly used for payroll and record management. Besides, HRIS was also found to be used for recruitment, promotions and skills inventory.

Effect of E-Payroll Practices

An HRIS may be closely linked to or even a component of an integrated financial management system (IFMIS). With a comprehensive payroll pay card, an organization can offer its employees 24/7 access to funds and on-time pay no matter what, for instance, employees on vacation or sick leave and the like), elimination of time-consuming trips to the bank, and more (Hagel, 2022). Organizations that still rely on a manual, semi-automated process as a once-a-year, meet-the-requirement tool will soon realize that the war for talent and staffing shortages will make it necessary to approach pay-for-performance as an integrated process (Avebrok2022).

Beyond these software solutions, companies also invest in HRIS modules that help them put the full productivity of their workforce to use, including the varied experiences, talents, and skills of all staff within the enterprise observed Rietsema (2017). Web-based system also provides a calibration tool for the employee payroll on performance ratings that allows for visual inspection of the distribution of ratings for a population (Teotia, 2022).

The issue is what the process means to the organization, what outcomes the organization desires, and that HR and human resource information systems professionals have an amazing opportunity to leverage their experience to make the performance management process a truly strategic tool to prove the value that HR brings to the organization on remuneration (Averbook, 2022). Employees can access current and historical payroll review information as well as receive notification of upcoming reviews (Jiang et al., 2017). In the recently published IHRIM and Knowledge Infusion Workforce Performance survey, more than 95 percent of respondents said that their workforce performance processes are either somewhat or very limited (Averbrook2022).

HRIS such as that the workforce analytics module in Human Resource Information Systems can be used to give crucial information about the return on investment on employees. All this information allows for proper Decision making practices in an organization. Furthermore recent human Resource information system simulations have also been used to even predict future performance of employees (Muriithi, Gachunga&Mburugu, 2018). The HR score card is one of the strategies that come into focus when clarifying HR impact on organizational performance. Operational outcomes of the score card process may include customer satisfaction, service quality, the speed of delivery and productivity; doing more with less (Hagood and Friedman, 2018).

Service delivery in public universities in Kenya has not been much effective for a long time. Both internal and external customers may have to wait for a long time especially for customer care personnel to handle their complaints which lead to a lot of time wastage (Budhiraja, 2019). Most of the public organizations are marred with a dismal performance in the facets of service quality including reliability, responsiveness, tangibles assurance and empathy. Budhiraja (2019) further claims that there is a lack of transparency, efficiency and unsecured delivery of service. He observes that HRIS can increase the quality of service provided by public organizations.

HRIS should accelerate HR role of executing the business strategy for HR to become more of a value-added player. HRIS, therefore, provides an opportunity for HR to play a more strategic role, through their ability to generate metrics which can be used to support strategic Decision makingpractices (Lengnick-Hall et al. 2019). Generally, HRM should not be defined by what it does but by what it delivers-results that enrich the organization's value to customers, investors and employees. Krishnan and Singh (2019) carried out a study aimed to explore the issues and barriers faced by nine Indian organizations in implementing and managing HRIS.

RESEARCH METHODOLOGY

The study adopted a descriptive survey design. The target population was 220 management staffs as per the 2022 human resource annual report and financial statement of Kenya Police Service. According to Krejcie and Morgan the sample size for the study is 162 participants to whom questionnaires were provided. The study adopted stratified random sampling technique since the target population involves individuals of different cohorts in Kenya Police Service. The study used questionnaires to collect data from respondents. The researcher collected both quantitative and qualitative data which were analyzed using both descriptive and inferential statistics. The descriptive statistical tools helped the researcher to describe the data and determined the extent used. The Likert scale was used to analyze the frequencies and percentages. The coded data was then fed into the IBM Statistical Packages for Social Sciences (IBM SPSS) Version 25using descriptive and inferential statistics. In the descriptive analysis, the study used tables to present respondent general information. The multiple linear regressions was used.

RESEARCH FINDINGS AND DISCUSSION

The study selected a sample of 162top-level management and unionised employeesof Kenya Police Service. All selected respondents were provided with questionnaires to collect data. Out of the 162 questionnaires distributed, 145 were completed and returned, representing a response rate of 89.5%. As indicated by Metsamuuronen (2017), a response rate that is above fifty percent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

In this section, the study provides descriptive statistics analysis based on the data collected for the study. Descriptive statistics offer a summary of the main characteristics of the dataset, providing insights into central tendency, variability, and distribution of the variables under investigation. The analysis includes measures such as mean, and standard deviationto describe the data comprehensively.The study requested respondents to rate their responses in a scale of 1-5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree. Standard deviation greater than 2 was considered large meaning responses were widely spread out and not tightly clustered around the mean.

E-Recruitment Practices

The first objective of the study wad to determine the effect of e-recruitment practices on employee performance in Kenya Police Service. In this section, respondents gave the level to which they agree or disagree with various statements on e-recruitment practices. Table 1 presents summary of the findings obtained.

Table 1: Descriptive Analysis for E-Recruitment Practices

Statement	Mean	Std. Dev.
E-recruitment practices allows the organization to assess accurately the effectiveness or otherwise of the staffing strategies	3.971	0.603
E -recruitment facilitates speedy recruitment process	3.954	0.814
E-recruitment practices ensures timely access to recruitmentinformation.	3.919	0.616
Our organizationdeploys HRIS intheir recruitmentprocess	3.808	0.976
E-recruitment practices enhances the consistency of information of Performance appraisalto facilitate suitablerecruitmentand selection.	3.791	0.944
E-recruitment practices assures cost Reductionin their recruitment Process	3.785	0.93
E-recruitment practices Provide comprehensive databasefor applicant tracking	3.717	0.595
Aggregate Score	**3.849**	**0.783**

Based on the findings, the respondents agreed on average that e-recruitment practices allows the organization to assess accurately the effectiveness or otherwise of the staffing strategies (M= 3.971, SD= 0.603); that e-recruitment facilitates speedy recruitment process (M= 3.954, SD= 0.814); and that e-recruitment practices ensures timely access to recruitment information (M= 3.919, SD= 0.616). They further agreed that their organization deploys HRIS in their recruitment process (M= 3.808, SD= 0.976); that e-recruitment practices enhances the consistency of information of Performance appraisal to facilitate suitable recruitment and selection (M= 3.791, SD= 0.944); that e-recruitment practices assures cost Reduction in their recruitment Process (M= 3.785, SD= 0.93); and that e-recruitment practices provide comprehensive database for applicant tracking (M= 3.717, SD= 0.595).

The aggregate mean value of 3.849 (SD= 0.783) show that the respondents agreed that e-recruitment practices affectemployee performance in Kenya Police Service.The finding aligns with by Enshur et al. (2018) who discussed the impact of technology on HR processes, noting that the shift from traditional HR to e-HR systems can lead to substantial reductions in cost and time, ultimately enhancing organizational performance. Similarly, Sadri and Chatterjee (2013) emphasized the role of HRIS, including e-recruitment, in expediting performance management practices and reinforcing organizational character. Therefore, the finding underscores the significance of e-recruitment practices in influencing employee performance, corroborating the literature's emphasis on the transformative potential of technology in HR processes.

E-Payroll Management

The second objective of the study was to investigate the effect of e-payroll management practices on employee performance in Kenya Police Service. In this section, respondents gave their level of agreement or disagreement with various statements on e-payroll management practices. Table 2 presents summary of the findings obtained.

Table 2: Descriptive Analysis for E-Payroll Management

Statement	Mean	Std. Dev.
E-payroll improves generation of payslips	3.883	0.829
E-payrollassures the accuracy ofdata in payroll management	3.864	0.873
E-payroll improves the record of hours absent for effective payrollmanagement	3.823	0.693
E-payroll increases the speed of payroll processing	3.795	0.666
Information generated from our e-payroll helpsus Organization to decide on employee remunerations emoluments.	3.751	0.612
E-payrollprovides for more Flexibilityinpayroll management	3.629	0.972
E-payroll improvesthe payroll interface with Accounts forefficiencyin payrollmanagement	3.609	0.904
Aggregate Score	**3.765**	**0.793**

From the findings, the respondents were in agreement that e-payroll improves generation of payslips (M= 3.883, SD= 0.829); that e-payroll assures the accuracy of data in payroll management (M= 3.864, SD= 0.873); that e-payroll improves the record of hours absent for effective payroll management (M= 3.823, SD= 0.693); and that e-payroll increases the speed of payroll processing (M= 3.795, SD= 0.666). They were further in agreement that information generated from their e-payroll helps their organization to decide on employee remunerations emoluments (M= 3.751, SD= 0.612); that e-payroll provides for more Flexibility in payroll management (M= 3.629, SD= 0.972); and that e-payroll improves the payroll interface with Accounts for efficiency in payroll management (M= 3.609, SD= 0.904).

The findings above supported by an aggregate mean of 3.765 (SD= 0.793) indicate that respondents were of the opinion that e-payroll management practices affectemployee performance in Kenya Police Service. The finding agree with Enshur et al. (2018) who discussed the potential impact of technology on HR processes, highlighting the shift from traditional HR to e-HR systems, which can lead to substantial reductions in cost and time. Given that payroll management is a fundamental HR function, the implementation of e-payroll systems can streamline processes, reduce errors, and improve efficiency, ultimately enhancing employee performance. Similarly, Lengnick-Hall and Moritz (2013) emphasized how HRIS can speed up transaction processing, reduce information errors, and improve the tracking and control of human resource actions, all of which are pertinent to payroll management. Therefore, the finding supports the literature's recognition of technology's role in optimizing HR processes, including payroll management, to positively impact employee performance within organizations like the Kenya Police Service.

Performance

The main focus of this study was to examine the effect of human resource information systems practices on employee performance in Kenya Police Service. Having focused on human resource information systems practices, respondents were asked to indicate the extent to which they agreed or disagreed with statements on employee performance in Kenya Police Service. Table 3 presents summary of the findings obtained.

Table 3: Descriptive Analysis for Performance

Statement	Mean	Std. Dev.
The organizationsets SMART objectives which increase employee's motivation and improves productivity.	3.963	0.955
HRIS enables staffs to perform the duties efficiently and effectively and avoid conflicts within organization.	3.886	0.645
The employer carries out performance appraisal annually through the use of HRIS to improve employee's performance and boost their job satisfaction.	3.884	0.936
employee key performance indicators are congruent with the organization goals	3.868	0.918
HRIS enhances the accuracy of HR Information in makinga proper decision on service delivery.	3.795	0.795
Aggregate Score	**3.857**	**0.836**

From the findings, respondents agreed on average that the organization sets SMART objectives which increase employee's motivation and improves productivity (M= 3.963, SD= 0.955); that HRIS enables staffs to perform the duties efficiently and effectively and avoid conflicts within organization (M= 3.886, SD= 0.645); and that the employer carries out performance appraisal annually through the use of HRIS to improve employee's performance and boost their job satisfaction (M= 3.884, SD= 0.936). They also agreed that employee key performance indicators are congruent with the organization goals (M= 3.868, SD= 0.918); that HRIS enhances the accuracy of HR Information in making a proper decision on service delivery (M= 3.795, SD= 0.795).

The aggregate mean of 3.857 (SD= 0.836) is an indication that on average, the respondents agreed that human resource information systems practices affect employee performance in Kenya Police Service.The findings agree with Ngai and Wat (2018) who emphasize the importance of convincing decision-makers of the benefits of HRIS before implementation, reflecting the significance of understanding how HRIS practices influence employee performance, as indicated by the respondents' agreement. Additionally, Lengnick-Hall and Moritz (2013) discuss the various benefits of HRIS, including reduced costs, improved transaction processing, and enhanced service delivery, all of which can contribute to improved employee performance. Therefore, the finding underscores the importance of HRIS practices in shaping employee performance, aligning with the literature's recognition of technology's role in optimizing HR processes and fostering organizational success within the Kenya Police Service.

Correlation analysis

The study computed correlation analysis to test the strength and the direction of the relationship that exists between the dependent and the independent variables. The correlation values range from 0 to 1; if the correlation values are r = ±0.1 to ±0.29 then the relationship between the two variables is small, if it is r = ±0.3 to ±0.49 the relationship is medium, and when r= ±0.5 and above there is a strong relationship between the two variables under consideration. Table 4 presents correlation analysis findings for this study.

Table 4: Correlations

		Employee performance	E-recruitment	E-Payroll Management
Employee performance in Kenya Police Service	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	145		
E-recruitment practices	Pearson Correlation	.657**	1	
	Sig. (1-tailed)	.000		
	N	145	145	
E-Payroll Management practices	Pearson Correlation	.816**	.172	1
	Sig. (1-tailed)	.000	.079	
	N	145	145	145

The Pearson correlation coefficient between employee performance and e-recruitment practices is 0.657, with a highly significant p-value of 0.000, suggesting a strong relationship between the use of e-recruitment practices and enhanced employee performance within the organization. This finding resonates with the insights provided by Enshur et al. (2018), who emphasized the transformative potential of technology in HR processes highlighting the shift from traditional HR to e-HR systems, which can lead to substantial reductions in cost and time, ultimately enhancing organizational performance. Therefore, efficient recruitment processes facilitated by technology can contribute to organizational success by attracting and selecting the right candidates.

Furthermore, e-payroll management practices exhibit a very strong positive correlation with employee performance, with a Pearson correlation coefficient of 0.816 and a p-value of 0.000. This indicates a highly significant relationship between efficient e-payroll management and improved employee performance outcomes within the organization. E-payroll management systems streamline payroll processes, ensure accuracy and timeliness in salary disbursements, and facilitate compliance with regulatory requirements. This finding aligns with the insights provided by Lengnick-Hall and Moritz (2013), who discussed the various benefits of HRIS, including reduced costs, improved transaction processing, and enhanced service delivery and suggested that efficient HRIS systems can streamline payroll processes and improve financial management within organizations, ultimately contributing to improved employee performance.

Regression Analysis

Table 5: Beta Coefficients of Study Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.252	.201		6.229	.000
	E-recruitment practices	.404	.063	.355	6.413	.001
	E-Payroll Management practices	.488	.082	.552	5.951	.000
a. Dependent Variable: Employee performance in Kenya Police Service						

The fitted regression model was as follows:

$$Y = 1.252 + 0.404 X_1 + 0.488 X_2$$

The regression analysis reveals that e-recruitment practices exhibit a positive beta coefficient of 0.404 with a corresponding p-value of .001, indicating a statistically significant relationship. This suggests that improvements in e-recruitment practices are associated with higher levels of employee performance. This finding aligns with the literature reviewed by Enshur et al. (2018), who highlighted the shift from traditional HR to e-HR systems, which can lead to substantial

reductions in cost and time, ultimately enhancing organizational performance. Specifically, the significant positive relationship between e-recruitment practices and employee performance resonates with Enshur et al.'s argument that efficient recruitment processes facilitated by technology can contribute to organizational success by attracting and selecting the right candidates.

Furthermore, e-payroll management practices exhibit a positive beta coefficient of 0.488 with a corresponding p-value of .000, indicating a highly significant relationship with employee performance. This suggests that efficient e-payroll management is associated with improved employee performance outcomes within the organization. This finding aligns with the insights provided by Lengnick-Hall and Moritz (2013), who discussed the various benefits of HRIS, including reduced costs, improved transaction processing, and enhanced service delivery and suggested that efficient HRIS systems can streamline payroll processes and improve financial management within organizations, ultimately contributing to improved employee performance.

Conclusions

The findings of the study highlight the importance of e-recruitment practices in influencing employee performance within the Kenya Police Service. Through effective e-recruitment strategies such as assessing staffing strategies, facilitating speedy recruitment processes, and ensuring timely access to recruitment information, organizations can attract and select the right candidates for roles within the Kenya Police Service. These practices contribute to improved organizational performance by enhancing workforce management, productivity, and overall efficiency. Therefore, the study concluded that e-recruitment practices significantly impact employee performance in the Kenya Police Service by streamlining recruitment processes and ensuring the alignment of workforce capabilities with organizational goals and objectives.

The study findings underscore the significance of e-payroll management practices in shaping employee performance within the Kenya Police Service. Through practices such as improving payroll processing speed, ensuring data accuracy, and providing flexibility in payroll management, organizations can enhance employee satisfaction, morale, and motivation. Moreover, efficient e-payroll management contributes to cost reduction, compliance with regulatory requirements, and overall organizational effectiveness. Thus, the study concludes that e-payroll management practices significantly impact employee performance in the Kenya Police Service by improving financial management, reducing administrative burdens, and enhancing employee well-being.

Recommendations

Based on the findings regarding e-recruitment practices, it is recommended that the Kenya Police Service invest in enhancing and expanding its e-recruitment strategies. This could involve leveraging advanced HRIS technologies to streamline recruitment processes further, ensuring timely access to recruitment information, and enhancing the consistency of performance appraisal data for effective recruitment and selection. Additionally, Kenya Police Service should prioritize the deployment of HRIS in recruitment processes to capitalize on the benefits of e-recruitment, such as cost reduction and improved applicant tracking. Furthermore, continuous monitoring and evaluation of e-recruitment practices should be conducted to identify areas for improvement and ensure alignment with organizational goals and objectives.

To optimize e-payroll management practices, Kenya Police Service should focus on further improving the efficiency, accuracy, and flexibility of its e-payroll systems. This could include upgrading payroll processing technologies, enhancing data security measures, and providing comprehensive training for payroll administrators. Additionally, Kenya Police Service should leverage e-payroll systems to support decision-making on employee remuneration and benefits, ensuring alignment with organizational objectives and market standards. Regular audits and reviews of e-payroll processes should also be conducted to identify and address any

discrepancies or inefficiencies, thereby ensuring compliance with regulatory requirements and maintaining employee trust and satisfaction.

Suggestions for Further Studies

Further studies could delve into the specific mechanisms through which HRIS practices influence various dimensions of employee performance, such as productivity, job satisfaction, and organizational commitment, within the context of law enforcement agencies. Additionally, comparative studies could be conducted to analyze the effectiveness of different HRIS implementations across diverse law enforcement organizations, considering factors such as organizational culture, leadership styles, and technological infrastructure. Furthermore, qualitative research methods, such as interviews and focus groups, could be employed to gain deeper insights into employees' perceptions, experiences, and attitudes towards HRIS practices and their impact on performance in law enforcement settings.

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