



E-HRM FUNCTIONS AND ORGANIZATIONAL PERFORMANCE IN STATE CORPORATION IN KENYA

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ABSTRACT

State corporations in Kenya play a critical role in the country's socio-economic development. These entities are instrumental in the implementation of government policies and the delivery of essential services, including healthcare, education, infrastructure development, and financial services. State corporations also contribute significantly to the national economy by generating revenue, creating employment opportunities, and promoting industrial growth. Despite their importance, many state corporations in Kenya face significant challenges in achieving optimal organizational performance. The general objective of the study was to establish the influence E-HRM Functions on Organizational Performance in State Corporation in Kenya. Specifically, the study sought to determine the influence of e-selection on Organizational Performance in State Corporation in Kenya and to establish the influence of E-Training on Development on Organizational Performance in State Corporation in Kenya. The research used a cross-sectional survey design. This study targeted state corporations in Kenya. According to State Corporations Advisory Committee (2022), there are 142 state corporations in Kenya. The unit of analysis was the 142 state corporations in Kenya while the unit of observation was management employees working in the 142 state corporations in Kenya. In each firm, the study targeted 1 top management employees, 2 middle level management employee and 3 lower level employees. The total target population was therefore 420 management employees. The study used Yamane (1967) formula to determine the size of the sample. From the formula, the sample size was 272 respondents. Primary data was obtained using structured and semi-structured questionnaires. Quantitative data collected was analyzed using descriptive statistical techniques which are frequencies, mean, standard deviation. Inferential statistics which include Pearson correlation and the Regression Analysis Model was used to test the relationship between study variables. Data was analysed using Statistical Package for Social Sciences (SPSS) software version 26. The study concludes that e-selection has a positive and significant influence on organizational performance in State Corporation in Kenya. Further, the study concludes that e-training has a positive and significant influence on organizational performance in State Corporation in Kenya. Based on the findings, the study recommends that the management of State Corporation should implement a comprehensive e-training program for employees. By utilizing e-training platforms, State Corporations can provide employees with continuous, accessible, and cost-effective learning opportunities that are tailored to their specific roles and skills

Key Words: E-HRM Functions, E-Selection, E-Training, Organizational Performance in State Corporation

Background of the Study

Public organizations are essential to a country's economic development, influencing governance efficiency, public service quality, and economic stability (Namasaka & Mamuli, 2020). They implement policies, enforce laws, and provide essential services that create an environment conducive to growth. By maintaining fair competition, protecting property rights, and ensuring market stability, public organizations encourage investment and innovation, leading to job creation and increased national income (Thuita & Oiyee, 2021). Additionally, they manage critical public goods and services like education, healthcare, and infrastructure, which are fundamental to developing human capital and sustaining long-term economic growth (Omuya, 2022).

Human Resource (HR) management is pivotal to organizational success, with its responsibilities ranging from recruitment to performance management. The advent of Electronic Human Resource Management (E-HRM) has revolutionized traditional HR practices by leveraging technology to improve efficiency and decision-making (Epebinu, Adepoju & Ajayi, 2023). E-HRM systems streamline recruitment through online portals, automate application tracking, and enhance training programs via Learning Management Systems (LMS), enabling personalized and efficient employee development (Rukia & Asuma, 2022). These technological advancements in HR contribute to better organizational performance by reducing costs, speeding up processes, and improving the quality of hires and training.

Various studies across different regions have consistently demonstrated the positive impact of Electronic Human Resource Management (E-HRM) functions on organizational performance. Elsayw and Ali (2021) conducted research in the United Arab Emirates, revealing a significant positive relationship between E-HRM functions and organizational performance, suggesting that these digital HR practices enhance overall efficiency. Similarly, in Jordan, Shamaieleh et al. (2022) found that E-HRM functions contribute significantly to achieving strategic objectives by positively affecting both organizational performance and talent management. Their study emphasized the critical role of E-HRM in reaching organizational goals.

Across Africa, studies consistently highlight the positive impact of Electronic Human Resource Management (E-HRM) functions on organizational performance. Oyura (2023) examined banks in Nigeria and found a significant relationship between E-HRM functions and staff performance, concluding that these functions positively influence organizational performance. Similarly, Ishimwe and Narayan (2024) in Rwanda reported a high correlation between E-HRM functions and performance at International Training & Motivation Ltd, indicating that E-HRM significantly affects organizational success.

In Kenya, several studies have explored the impact of Electronic Human Resource Management (E-HRM) functions on organizational performance across various sectors. Rukia and Asuma (2022) found that E-HRM functions significantly influence performance in the Communication Authority of Kenya. Similarly, Akoyo, Bula, and Wambua (2022) reported that E-HRM positively affects the performance of chartered universities in Kenya, emphasizing the improvement E-HRM brings to institutional performance. Njeje, Chepkilot, and Ochieng (2020) also identified a significant effect of E-HRM on the performance of Sacco's, while Nguti and Mose (2021) demonstrated that E-HRM functions significantly impact organizational outcomes at HELB.

Statement of the Problem

State corporations in Kenya play a critical role in the country's socio-economic development. These entities are instrumental in the implementation of government policies and the delivery of essential services, including healthcare, education, infrastructure development, and financial services (Rukia & Asuma, 2022). State corporations also contribute significantly to the national

economy by generating revenue, creating employment opportunities, and promoting industrial growth. Given their strategic importance, the efficient and effective functioning of state corporations is crucial for achieving the government's broader development objectives, including the Kenya Vision 2030 agenda (Okanada & Makhamara, 2023). However, the performance of these corporations is often scrutinized, as they are expected to operate efficiently while maintaining high standards of accountability and transparency in their operations (Makonjio, Odera & Warento, 2020).

Despite their importance, many state corporations in Kenya face significant challenges in achieving optimal organizational performance. Issues such as inefficiency, corruption, mismanagement, and poor service delivery are prevalent, leading to underperformance in several state corporations (Asamoah & Avenorgbo, 2021). According to a report by the Auditor-General, more than 50% of state corporations in Kenya have been operating at a loss, with some depending heavily on government bailouts to remain afloat (Anyango, Okibo & Muya, 2020). Additionally, a performance evaluation conducted by the Public Service Commission revealed that only a small percentage of state corporations met their performance targets, with many falling short in areas such as financial management, service delivery, and human resource development. These challenges not only hinder the effectiveness of state corporations but also impact the government's ability to achieve its policy objectives, necessitating a critical examination of the factors influencing organizational performance in these entities (Onkoba, 2022).

E-Human Resource Management (E-HRM) functions have emerged as a potential solution to address the performance issues. E-HRM encompasses the use of digital technologies to manage HR processes such as recruitment, training, performance appraisal, and employee data management (Karambu, Njeje & Kihara, 2024). By automating these functions, organizations can enhance efficiency, reduce operational costs, and improve decision-making processes. Moreover, E-HRM facilitates better communication and collaboration within organizations, leading to a more engaged and productive workforce (Akoyo, Bula & Wambua, 2022). Research has shown that organizations that effectively implement E-HRM systems experience improvements in employee satisfaction, organizational agility, and overall performance.

Objectives of the Study

General Objective

The general objective of the study was to establish the influence E-HRM Functions on Organizational Performance in State Corporation in Kenya

Specific Objectives

This study was guided by the following specific objectives

- i. To determine the influence of e-selection on Organizational Performance in State Corporation in Kenya
- ii. To establish the influence of E-Training on Organizational Performance in State Corporation in Kenya

Theoretical Review

Human Capital Theory

Human Capital Theory is a foundational concept in economics and labor studies, which posits that individuals' skills, knowledge, and experience—collectively known as human capital—are critical drivers of economic growth and productivity. The theory, originally articulated by economists such as Gary Becker and Theodore Schultz in the 1950s and early 1960s, suggests that investments in education, training, and health significantly enhance an individual's productivity and, by extension, contribute to the overall economic development of a society (El-Rehim, *et al*, 2023). At its core, Human Capital Theory views individuals as assets whose

value can be increased through investment. Just as businesses invest in physical capital—like machinery and technology—to boost productivity, investing in human capital, through education and skill development, is seen as equally crucial. For instance, a higher level of education typically leads to greater job opportunities, higher wages, and increased economic output. This perspective underscores the importance of policies that promote educational attainment and vocational training as means of enhancing both individual well-being and economic performance (Akyuz & Opusunju, 2020). This theory was relevant in determining the influence of e-selection on Organizational Performance in State Corporation in Kenya.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) is a theoretical framework developed to understand and predict how users adopt and use new information technology. Initially proposed by Fred Davis (1986), TAM suggests that the adoption of technology is primarily driven by two main factors: perceived usefulness and perceived ease of use (Asamoah & Avenorgbo, 2021). Perceived usefulness refers to the degree to which a person believes that using a particular technology will enhance their job performance or productivity. This perception hinges on whether the technology is perceived as valuable and beneficial in achieving specific goals or tasks. For instance, if employees believe that adopting a new software system will streamline their workflow, increase efficiency, or improve decision-making, they are more likely to view it as useful and consequently more inclined to adopt it (Makonjio, Odera & Warento, 2020)

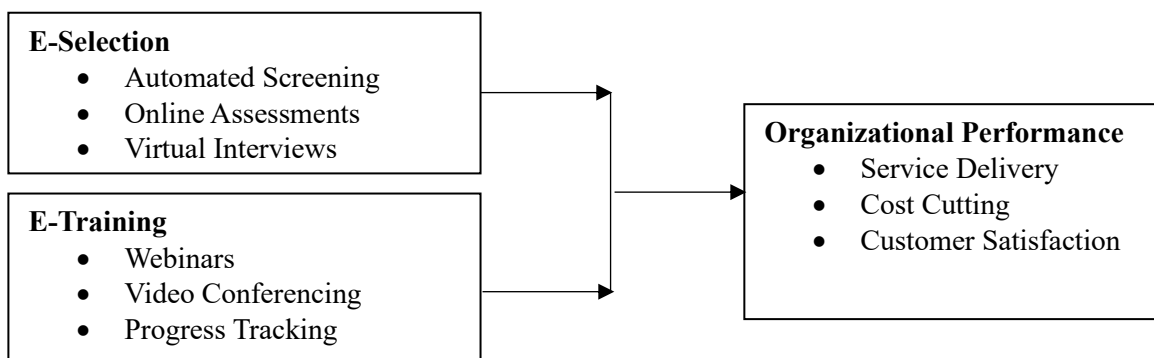
Perceived ease of use, on the other hand, pertains to the extent to which a person believes that using the technology will be effortless and uncomplicated. It considers factors such as the simplicity of the interface, the ease of learning how to use the technology, and the clarity of its functions. If potential users perceive that the technology is easy to understand and integrate into their work routines without requiring significant effort or training, they are more likely to perceive it as easy to use and thus more likely to adopt it (Okanada & Makhmara, 2023). According to TAM, these two perceptions—usefulness and ease of use—directly influence users' attitudes towards adopting technology. These attitudes, in turn, shape their behavioral intentions to adopt the technology. In other words, if individuals believe that a technology is both useful and easy to use, they are more likely to develop a positive attitude towards using it and subsequently intend to adopt it. This intention then leads to actual adoption behavior (Rukia & Asuma, 2022). This theory was relevant in establishing the influence of E-Training on Development on Organizational Performance in State Corporation in Kenya.

Conceptual Framework

This is an introduction technique where researcher conceptualize the associations between factors and graphically or diagrammatically interrelations in the research (Orodho, 2019). According to Kothari (2021) a variable it is defined as an idea capable of taking distinctive quantitative qualities. Mugenda (2019), then again, characterizes a variable as a quantifiable trademark that expects various qualities among units of a particular population.

Independent Variable

Dependent Variable



E-Selection

E-selection involves the use of digital technologies to streamline and enhance the candidate selection process. By leveraging online tools and platforms, organizations can improve the efficiency, accuracy, and effectiveness of selecting candidates for job positions. Key components of e-selection include automated screening, online assessments, and virtual interviews. Automated Screening is a foundational element of e-selection that utilizes technology to manage and filter job applications. Applicant Tracking Systems (ATS) are central to this process, automating the review of resumes and applications by scanning for specific keywords, qualifications, and experiences relevant to the job. These systems rank and shortlist candidates based on predefined criteria, significantly reducing the time and effort required for initial screening. Automated screening ensures that recruiters can quickly identify the most suitable candidates, minimizing manual errors and biases. This efficiency is particularly beneficial in handling large volumes of applications and helps streamline the recruitment process (El-Rehim, *et al*, 2023).

Online Assessments play a crucial role in evaluating candidates' skills and competencies in a standardized and objective manner. These assessments can range from skill tests that measure job-specific abilities—such as coding challenges for IT roles or writing tests for communication positions—to psychometric tests that evaluate cognitive abilities, personality traits, and behavioral tendencies. Online assessments provide a scalable way to gauge candidates' qualifications and fit for the role, often incorporating interactive elements like simulations or gamified content to engage applicants. The results of these assessments offer valuable insights into candidates' capabilities and potential, aiding recruiters in making informed decisions about whom to advance in the selection process (Akyuz & Opusunju, 2020).

Virtual Interviews have become increasingly prevalent in the e-selection process, enabling real-time interaction between candidates and recruiters through video conferencing tools. These interviews replicate the traditional face-to-face interview experience while offering the convenience of remote participation. Virtual interviews can be scheduled flexibly, allowing for more efficient use of time and resources. They also enable organizations to connect with candidates from different geographic locations without the need for travel. Additionally, asynchronous video interviews, where candidates record responses to preset questions, allow recruiters to review and evaluate interviews at their convenience. This approach not only speeds up the interview process but also facilitates a more thorough assessment of candidates' communication skills and fit for the organization (Onkoba, 2022).

E-Training

E-training utilizes digital platforms and technologies to deliver educational and developmental programs, enhancing employee skills and knowledge through online methods. Key components of e-training include webinars, video conferencing, and progress tracking, each playing a vital role in creating a comprehensive and effective learning experience. Webinars are a popular component of e-training, offering live, interactive sessions conducted over the internet. These online seminars allow trainers to present content to a virtual audience in real-time, often incorporating multimedia elements such as slides, videos, and demonstrations (Asamoah & Avenorgbo, 2021). Webinars facilitate direct interaction between the presenter and participants through features like live Q&A sessions, polls, and chat functions, enabling immediate feedback and discussion. This format is particularly useful for delivering training on specialized topics, conducting workshops, or providing updates on new procedures or policies. Webinars can also be recorded and made available on-demand, providing learners with the flexibility to review the material at their convenience (Anyango, Okibo & Muya, 2020).

Video Conferencing is another crucial element of e-training that supports real-time communication and collaboration. Tools like Zoom, Microsoft Teams, and Google Meet enable trainers and participants to engage in face-to-face discussions, conduct group activities, and facilitate interactive learning experiences. Video conferencing is particularly effective for virtual classroom settings, where learners can participate in discussions, ask questions, and work on group projects. This method helps replicate the interactive nature of in-person training, allowing for dynamic and engaging learning experiences. Additionally, video conferencing tools often include features such as screen sharing and virtual whiteboards, which enhance the instructional process by allowing trainers to present visual aids and conduct collaborative exercises (Makonjio, Odera & Warento, 2020).

Progress Tracking is an essential feature of e-training platforms, enabling organizations to monitor and evaluate the effectiveness of their training programs. These systems provide detailed reports and analytics on various aspects of learner engagement and performance, including course completion rates, quiz scores, and time spent on each module. Progress tracking tools help identify areas where learners may need additional support or where the training program may need adjustments. By analyzing this data, organizations can assess the impact of training initiatives on employee development and make data-driven decisions to improve future training efforts. Additionally, progress tracking fosters accountability and motivation among learners, as they can view their achievements and progress over time (Okanada & Makhamara, 2023).

Empirical Review

E-selection and Organizational Performance

El-Rehim et al. (2023) investigated the impact of e-selection on employee performance in five-star hotels in Cairo, using a descriptive analytical approach. Their study revealed a strong positive association between e-selection processes and employee performance, concluding that e-selection significantly enhances job performance in the hospitality industry. Similarly, Akyuz and Opusunju (2020) studied the effect of e-selection on employee performance at Diamond Bank Plc in Abuja, Nigeria, using a survey research design. The research found a significant positive relationship between e-selection and employee performance, concluding that improvements in e-selection processes can lead to better employee performance at the bank.

Further research by Onkoba (2022) on the impact of e-selection on organizational performance at South Nyanza Sugar Company in Awendo, Kenya, also adopted a descriptive research design. The study found that e-selection had a positive and significant influence on organizational performance, reinforcing the importance of e-selection in improving company outcomes. In another study, Anyango, Okibo, and Muya (2020) assessed the effects of e-selection on organizational performance at Kisii University, Kenya. Their findings indicated a positive relationship between e-selection and organizational performance, concluding that e-selection processes positively impact overall organizational success.

E-Training and Organizational Performance

Asamoah and Avenorgbo (2021) examined the impact of e-training on employee performance in small and medium-sized enterprises (SMEs) during the COVID-19 pandemic, using a quantitative approach. Their study revealed a significant relationship between e-training infrastructure, e-training methods, and employee performance, concluding that the quality of e-training infrastructure in SMEs directly influences employee performance. Similarly, Makonjio, Odera, and Warento (2020) assessed the effects of e-training programs on staff performance in commercial banks in Kakamega County, Kenya. Utilizing a survey research design, their findings indicated a strong positive relationship between e-training programs and staff performance, concluding that e-training significantly enhances staff performance in the banking sector.

Further research by Okanada and Makhamara (2023) on e-training and development systems in Quickmart Supermarkets in Nairobi City County, Kenya, adopted a descriptive research design and found a strong positive relationship between e-training systems and organizational performance. They concluded that investing in technology-driven HR practices and fostering a culture of continuous learning can enhance organizational performance in the retail industry. In a related study, Rukia and Asuma (2022) focused on e-training and organizational performance within the Communication Authority of Kenya, employing a descriptive research design. Their study found that e-training significantly influences organizational performance, reinforcing the importance of e-training in improving outcomes in public sector organizations.

RESEARCH METHODOLOGY

Research Design

This study employed a cross-sectional survey design, which allows for the simultaneous measurement of outcomes and experiences among sample subjects (Setia, 2019). This design was particularly useful for capturing patterns and characteristics of a research population at a specific point in time, and it was well-suited for studies utilizing questionnaires to collect data. The cross-sectional survey design was also effective in examining relationships between variables, as demonstrated by previous studies such as those by Wambua (2019), Somba (2020), and Nyambura (2019).

Target population

This study targeted state corporations in Kenya. According to State Corporations Advisory Committee (2022), there are 142 state corporations in Kenya. The unit of analysis was the 142 state corporations in Kenya while the unit of observation was management employees working in the 142 state corporations in Kenya. In each firm, the study targeted 1 top management employees, 2 middle level management employee and 3 lower level employees. The total target population was therefore 420 management employees.

Table 3. 1: Target Population

Category	Target Population
Top Management Employees	142
Middle Management Employees	284
Lower Management Employees	426
Total	852

Sample Size and Sampling Technique

The sample frame for this study was compiled from list of managerial level employees who are currently working at the 142 state corporations in Kenya. Therefore, the sampling frame was 852 management staff. The study used Yamane (1967) formula to determine the size of the sample. The selection formula was as follows:

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

Where n= the required sample size

N = is the Target Population (852 respondents)

e = accuracy level required. Standard error = 5%

Sample calculation

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

$$n = \frac{852}{1 + (852)0.05^2}$$

$$n = \frac{852}{3.13} = 272$$

From the formula, the sample size was 272 respondents whose distribution is as shown in Table 3.2.

Table 3. 2: Sample Size

Category	Target Population	Sample Size
Top Management Employees	142	45
Middle Management Employees	284	91
Lower Management Employees	426	136
Total	852	272

Data Collection Instruments

Data collection methods vary in terms of cost, time, and resources, making the choice of instrument crucial to research success (Orodho, 2019). The selection of an appropriate method depends on factors such as topic complexity, response rate, time, and the target population (Mwangi, 2019). Primary data, which was collected directly from respondents, and secondary data, which was gathered through different tools, serve different research purposes. In this study, a questionnaire was used to collect primary data, as it provides a standardized tool for measuring data against specific viewpoints (Patton et al., 2019). The researcher obtained the necessary permits, and the questionnaire included structured and open questions. It also underwent pilot testing to ensure clarity, validity, and reliability.

Pilot Test

Cooper and Schindler (2019) noted that the pilot study is undertaken to identify flaws in the design, composition as well as to provide proxy data for the selection of the probability sample. In this case, the methods used in the pre-test of the questionnaire should be the same as those used in the actual analysis or data collection. Pilot studies are imperative in detecting vagueness and help in assessing the type of responses given to assess if they assist the investigator to meet the objectives laid down for the study (Viechtbauer *et al*, 2019). According to Mugenda and Mugenda (2019), the pre-test number is expected to be low, around one (1) percent to ten (10) percent of the target population. In this investigation, the research questionnaires were tested on 27 respondents which is 10% of the total sample size.

Data Analysis and Presentation

The researcher collected questionnaires, code them, and enter them into the Software Package for Social Sciences (SPSS version 26) for analysis. The sort function was used to perform the initial screening. The data was based on the study's objectives and research hypothesis. The descriptive statistical techniques of frequency, mean, and standard deviation were used to analyze the quantitative data acquired. The results were displayed using frequency distribution tables, which keeps track of how many times a score or response appears. Qualitative data collected was analysed using content analysis and presented in prose form.

Inferential statistics including regression and correlation analysis were used in the study. Pearson correlation coefficient was used for testing associations between the independent and the dependent variables. According to Wagana (2019), a correlation coefficient (r) has two characteristics, strength and direction. The strength of the relationship is indicated by how r tends toward 1, the maximum value possible. R is interpreted as follows; when $r = +1$ it means there is perfect positive correlation between the variables, when $r = 0$ it means there is no correlation between the variables, that is the variables are uncorrelated, when $r = -1$ it means there is perfect inverse correlation between the variables.

A multiple regression model was used to test the significance of the influence of the independent variables on the dependent variable. Multiple regression analysis was used to determine the influence of E-HRM functions on performance of state corporations in Kenya. The use of regression model was ideal due to its ability to show whether a positive or a negative relationship exists between independent and dependent variables (Mason, Lind, & Marchal, 2019).

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive statistics

E-Selection and Organizational Performance

The first specific objective of the study was to determine the influence of e-selection on organizational performance in State Corporation in Kenya. The respondents were requested to indicate their level of agreement on various statements related to e-selection and organizational performance in State Corporation in Kenya. The results were as shown Table 4.1.

From the results, the respondents agreed that automated screening tools accurately filter qualified candidates ($M = 3.842$, $SD = 0.714$). Further, the respondents agreed that the automated screening process is efficient and reduces manual effort ($M = 3.795$, $SD = 0.558$). In addition, the respondents agreed that online assessments effectively evaluate candidates' skills and abilities ($M = 3.778$, $SD = 0.672$). The respondents agreed that the platform for online assessments is user-friendly and accessible ($M = 3.733$, $SD = 0.770$). Further, the respondents agreed that virtual interviews are conducted smoothly with minimal technical issues ($M = 3.645$, $SD = 0.675$). The respondents also agreed that Interviewers effectively assess candidates through virtual meetings ($M = 3.529$, $SD = 0.693$).

Table 4. 1: E-Selection and Organizational Performance

	Mean	Std. Deviation
Automated screening tools accurately filter qualified candidates	3.842	0.714
The automated screening process is efficient and reduces manual effort	3.795	0.558
Online assessments effectively evaluate candidates' skills and abilities	3.778	0.672
The platform for online assessments is user-friendly and accessible	3.733	0.770
Virtual interviews are conducted smoothly with minimal technical issues	3.645	0.675
Interviewers effectively assess candidates through virtual meetings	3.529	0.693
Aggregate	3.720	0.680

E-Training and Organizational Performance

The second specific objective of the study was to establish the influence of e-training on organizational performance in State Corporation in Kenya. The respondents were requested to determine the influence of e-training and organizational performance in State Corporation in Kenya. The results were as shown in Table 4.2.

From the results, the respondents agreed that webinars are engaging and effectively convey the training material ($M = 3.875$, $SD = 0.834$). Further, the respondents agreed that the content delivered in webinars is relevant and useful for their role ($M = 3.833$, $SD = 0.589$). The respondents also agreed that video conferencing tools are reliable and facilitate clear communication during training sessions ($M = 3.799$, $SD = 0.565$). In addition, the respondents agreed that training sessions conducted via video conferencing are interactive and engaging ($M = 3.776$, $SD = 0.608$). Further, the respondents agreed that the system for tracking training progress is easy to use and provides clear updates ($M = 3.712$, $SD = 0.761$). The respondents agreed they receive timely feedback on their progress and performance in training modules ($M = 3.686$, $SD = 0.562$).

Table 4. 2: E-Training and Organizational Performance

	Mean	Std. Deviation
Webinars are engaging and effectively convey the training material	3.875	0.834
The content delivered in webinars is relevant and useful for my role	3.833	0.589
Video conferencing tools are reliable and facilitate clear communication during training sessions	3.799	0.565
Training sessions conducted via video conferencing are interactive and engaging	3.776	0.608
The system for tracking training progress is easy to use and provides clear updates	3.712	0.761
I receive timely feedback on my progress and performance in training modules	3.686	0.562
Aggregate	3.780	0.653

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (organizational performance in State Corporation in Kenya) relates with the independent variables (e-selection and e-training). The findings were as depicted in Table 4.3.

Table 4. 3: Correlation Coefficients

		Organizational Performance	E-Selection	E-Training
Organizational Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	260		
E-Selection	Pearson Correlation	.813**	1	
	Sig. (2-tailed)	.000		
	N	260	260	
E-Training	Pearson Correlation	.796**	.281	1
	Sig. (2-tailed)	.003	.067	
	N	260	260	260

From the results, there was a very strong relationship between e-selection and organizational performance in State Corporation in Kenya ($r = 0.813$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Onkoba (2022) who indicated that there is a very strong relationship between e-selection and organizational performance.

Further, there was a very strong relationship between e-training and organizational performance in State Corporation in Kenya ($r = 0.796$, p value = 0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Odera and Warento (2020) who indicated that there is a very strong relationship between e-training and organizational performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (e-selection and e-training) and the dependent variable (organizational performance in State Corporation in Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.758	.759	.10381

a. Predictors: (Constant), e-selection and e-training

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.758. This implied that 75.8% of the variation in the dependent variable (organizational performance in State Corporation in Kenya) could be explained by independent variables (e-selection and e-training).

Table 4. 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	123.021	2	61.511	798.844	.001 ^b
Residual	19.741	257	.077		
Total	142.762	259			

a. Dependent Variable: organizational performance in State Corporation in Kenya

b. Predictors: (Constant), e-selection and e-training

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 798.844 while the F critical was 3.031. The p value was 0.001. Since the F-calculated was greater than the F-critical and the p value 0.003 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of e-selection and e-training on organizational performance in State Corporation in Kenya.

Table 4. 6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.371	0.096		3.865	0.001
E-Selection	0.375	0.099	0.374	3.788	0.003
E-Training	0.383	0.096	0.384	3.990	0.000

The regression model was as follows:

$$Y = 0.371 + 0.369X_1 + 0.375X_2 + 0.383X_3 + 0.374X_4 + \varepsilon$$

The results also revealed that E-Selection has a significant effect on organizational performance in State Corporation in Kenya ($\beta_1=0.375$, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Onkoba (2022) who indicated that there is a very strong relationship between E-Selection and organization performance.

Furthermore, the results revealed that E-Training has a significant effect on organizational performance in State Corporation in Kenya ($\beta_1=0.383$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Odera and Warento (2020) who indicated that there is a very strong relationship between E-Training and organization performance.

Conclusion

The study concludes that that e-selection has a positive and significant influence on organizational performance in State Corporation in Kenya. Findings revealed that automated screening, online assessments and virtual interviews influence organizational performance in State Corporation in Kenya.

Further, the study concludes that e-training has a positive and significant influence on organizational performance in State Corporation in Kenya. Findings revealed that webinars, video conferencing and progress tracking influences organizational performance in State Corporation in Kenya.

Recommendations

In addition, the study recommends that the management of State Corporation should integrate advanced e-selection tools into the recruitment process. By utilizing e-selection platforms that incorporate data-driven assessments, psychometric testing, and automated candidate evaluations, State Corporations can streamline the selection process and ensure that the most qualified candidates are chosen for roles.

Further, the study recommends that the management of State Corporation should implement a comprehensive e-training program for employees. By utilizing e-training platforms, State Corporations can provide employees with continuous, accessible, and cost-effective learning opportunities that are tailored to their specific roles and skills.

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