

ABSTRACT

Automating Human Resource (HR) tasks and practices is transforming the traditional paper-and-pencil, labor-intensive HR tasks, into efficient, fast-response activities that enable organizations to anticipate and break even from environmental shifts to create a much needed competitive advantage. Even though the e-HRM concept is widely used today, the literature reviewed indicate that there is a missing link between the e-HRM practices, service quality in public universities in Western Region of Kenya and the interaction role of organizational factors. It is on this basis that the study undertook to: assess the relationship between electronic recruitment management and service quality; to examine the relationship between electronic compensation management and service quality; to investigate the effect of electronic human resource training management on service quality; examine the relationship between electronic performance management and service quality; and to investigate the moderating role of organizational factors on the relationship between e-HRM practices and service quality. The study generated findings that would be beneficial to the universities' management, policy makers and the Government of Kenya; provide an empirical backing to support the universities' management and Ministry of Education in policy making and coming up with intervention measures aimed at addressing e-HRM service quality and organizational factors; provide documentation on e-HRM practices and service quality and act as a basis for further research. The study was guided by the neo institutions theory, the servequal theory, and the gap analysis theory and technology acceptance model. The study used mixed methods research design which included exploratory, correlational and survey research designs. The target population of this study comprised of 5,467 staff and student leaders drawn from the six (6) public universities in the Western Region of Kenya. Accessible population comprised of 360 respondents drawn from teaching and administrative staffs. Purposive sampling method was used for sampling Human Resource Officers and student leaders while stratified random sampling was used for sampling teaching and administrative staff. The study used structured questionnaire for data collection from the teaching and administrative staff; interview schedules for collecting data from HROs, while nominal group discussions were used on student leaders. Cronbach's Alpha Coefficient test to test for the reliability of the scale used to measure the study constructs. The study adopted 0.7 Cronbach's Alpha Coefficient value as the minimum threshold for deciding whether the scale was reliable. Construct validity, content validity, internal validity and external validity of research instruments for this study was determined. Descriptive and inferential techniques were used to analyze quantitative data while themes were identified from qualitative data. The results indicated that electronic recruitment management had a significant positive relationship with service quality delivery ($\beta = 0.0467$; $p < 0.05$); electronic compensation management had a significant positive relationship with service quality delivery ($\beta = 0.0469$; $p < 0.05$); electronic human resource training management had a significant positive relationship with service quality ($\beta = 0.576$; $p < 0.05$); electronic performance management had a significant positive relationship on service quality delivery ($\beta = 0.0449$; $p < 0.05$). On moderation, the results indicated that organizational factors had a negative significant effect on the relationship between electronic recruitment management and electronic compensation management and service quality ($\beta = -0.077$; $p < 0.05$) and ($\beta = -0.101$; $p < 0.05$) respectively. However the findings also revealed that organizational factors had no significant effect on the relationship between electronic human resource training management and electronic performance management and service quality as indicated by ($\beta = -0.032$; $p > 0.05$); and ($\beta = 0.030$; $p > 0.05$) respectively. The study concluded that e-HRM practices have a direct relationship with service quality and that organizational have an effect on e-recruitment and e-compensation but does not have effect on e-Human Resource training and e-performance management practices. The study recommends that management of public universities in Kenya upgrade their commitment towards supporting implementation of e-HRM practices; review policies so as to align them with the changing technological environment to realize service quality and also create supportive organizational environment to enhance use of e-HRM.