

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

**ASSESSING THE RELATIONSHIP BETWEEN HUMAN RESOURCES
INFORMATION SYSTEMS AND ORGANIZATIONAL PERFORMANCE. A CASE OF
ECOCASH HOLDINGS.**

BY

B1850665

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF BUSINESS STUDIES (HONOURS)
DEGREE IN HUMAN CAPITAL MANAGEMENT**

RELEASE FORM

Name of Student: Wonekayi Alexander Chikurunhe

Registration Number: B1850665

Dissertation Title: **ASSESSING THE RELATIONSHIP BETWEEN HUMAN RESOURCES INFORMATION SYSTEMS AND ORGANIZATIONAL PERFORMANCE. A CASE OF ECOCASH HOLDINGS.**

Year granted: 2023

Permission is granted to the Bindura University of Science Education Library and the department of the Human Resources to produce copies of this Dissertation in an effort it deems necessary for academic use only.

Signature of student.....

Date signed.....

APPROVAL FORM

The undersigned certify that they have read and recommended to the Bindura University of Science Education for acceptance of a dissertation entitled “**ASSESSING THE RELATIONSHIP BETWEEN HUMAN RESOURCES INFORMATION SYSTEMS AND ORGANIZATIONAL PERFORMANCE. A CASE OF ECOCASH HOLDINGS**”.

Submitted by **WONEKAYI ALEXANDER CHIKURUNHE**, Registration number **B1850665** in partial fulfilment of the requirements of the Bachelor of Business Studies (Honours) Degree in Human Capital Management.

.....
...../...../.....

Name of Student

Signature

Date

...../...../.....

Name of Supervisor

Signature

Date

.....
...../...../.....

Name of Chairman

Signature

Date

DEDICATION

I express my gratitude to my dear parents, Alexander and Junior, for their undeserved words of support and their inspiration to persevere by dedicating this thesis to them. I dedicate this significant professional accomplishment to them since I could not have done it without their help, understanding, and presence. I cherish you.

ABSTRACT

The purpose of the research was to assess the effects of Human Resources Management Information Systems (HRIS) on organizational performance. The quantitative approach was deployed by the researcher. Stratified convenient sampling was used to select the participants to the. The targeted sample size was a total of 26 individuals. The sample frame was a total of 30 employees. With regards to the data extraction process, both primary and secondary sources were used to compile data. The use of physically distributed questionnaires, with the aim of obtaining actual information on the ground which was reinforced by information from other authorities, that was from other texts, journals, government publications, the internet as well as newspapers. The study revealed that the reasons for adopting a Human Resources Information Systems are a combination of competitive pressure, the size of the organization, relieving HR from Focusing on Clerical activities, increasing efficiency in HR Deliverables, reducing paperwork, and environmental changes. The research findings also discovered that HRIS are being used in recruitment and selection, training and development, payroll administration, communication and decision making. The results revealed the role of the HR department in training and facilitating communication using all channels has positively impacted the implementation process of HRIS. The study discovered that the use of HRIS within the organization has benefits attached to them towards the performance of the organization. The use of HRIS improves the communication within the organization, decision making, increases time efficiency, it is cheap to use and improves the workforce capacity. Bearing in mind the findings, the study recommended that in using a human resource information system, Ecocash Holdings should integrate the HRIS system with other organizational systems to speed information sharing and strategic decision making. Ecocash Holdings should build on their human development resource development initiatives so as to ensure continuity of ICT apt workers. This can only be done by retaining the skills and knowledge that the company has in its vast department. This ensures that skills are not lost through brain drain and various labor turnovers.

ACKNOWLEDGEMENTS

My project manager, Dr. Tichagwa, deserves special recognition for all of the reflection, reading, encouraging, and patience he showed during the entire process. He graciously read my essay and provided insightful, in-depth feedback on the structure and subject matter. I greatly appreciate my parents' financial assistance. Without any of them, this study article would not have been conceivable. The industrial attachment mentors and core employees, Mr Sithole, Ms Chikowore, and Mrs Kapesa, deserve the researcher's sincere gratitude for their selfless generosity in sharing their knowledge and valuable time. The completion of this research was made more fun by their readiness to offer feedback.

Contents

Title Page	ii
Release Form	<u>ii</u>
Approval Form.....	iii
Dedication	iii
Abstract	iv
Acknowledgements.....	iv
Table Of Contents	vi
List Of Tables	x
List Of Figures	xi
List Of Appendices.....	xi
CHAPTER I.....	1
1.1 Introduction	1
1.2 Background of study	1
1.3 Statement of the problem	4
1.4 Research objectives	5
1.5 Research questions	5
1.6 Significance of the study	6
1.7 Aim of the study.....	6
1.8 Assumptions of the study	7
1.9 Delimitations of the study	7
1.10 Limitations of the study.....	8
1.11 Definitions of terms.....	8
1.12 Orgnisation of the study	9
1.13 Chapter summary	9
CHAPTER II.....	10
2.1 Introduction	10
2.2 The relationship between HRIS and organizational performance.....	10
2.3 Human resource information systems	11
2.4 Uses of information systems in human reource management.....	12
2.4.1 Recruitment and selection.....	12
2.4.2 Training and development	13

2.4.3	Payroll administration.....	13
2.5	Compensation management	13
2.6	Performance appraisal	14
2.6.1	Internal and external communication.....	15
2.6.2	Employee self service systems.....	15
2.7	Barriers of adopting HRIS.....	16
2.8	Ways to improve the effectiveness of hris	17
2.8.1	Management support.....	17
2.8.2	Willingness	17
2.8.3	Training.....	18
2.8.4	Theory of planned behaviour	18
2.8.5	Resource based view	20
2.9	Empirical literature.....	21
2.9.1	Research gap	22
2.10	Chapter summary	22
CHAPTER III		23
3.1	Introduction	23
3.2	Research design.....	23
3.3	Target population	24
3.4	Sampling.....	24
3.5	Research instrument	25
3.6	Data collection procedure.....	26
3.7	Validity and reliability	26
3.8	Data presentation and analysis	26
3.9	Ethical considerations	27
3.10	Chapter summary	27
CHAPTER IV		28
4.1	Introduction	28
4.2	Demographic information of participants	29
4.3	Uses of information systems in human resource management.....	32
4.4	Benefits of using hris on organizational performance	33

4.5	Barriers to hris implementation.....	34
4.6	Ways to improve the effectiveness of hris	35
4.6.1	Management Support	35
4.6.2	Willingness	35
4.6.3	Training.....	35
4.7	Discussion of results.....	35
4.8	Conclusion.....	38
CHAPTER V		39
5.1	Introduction	39
5.2	Summary	39
5.3	Conclusion.....	40
5.4	Recommendations	40
References		41
Appendices.....		47

List of tables

Table 3.1 Target population	24
Table 3:2 Research Sample Size	40
Table 4.1 Questionnaire Response Rate.....	28
Table 4.2 Uses Of Human Resource Information Systems.....	32
Table 4.3 Benefits of Using Human Resource Information Systems.....	33
Table 4.4 Barrier to Human Resource Information Systems Implementation.....	34
Table 4.5 Ways To Improve the Effectiveness of HRIS	35

List of figures

Fig 2.1 Human Resources Subsystems.....	12
Fig 2.2 Theory of planed Behavior.....	19
Fig 2.3 Resource Based View.....	20
Fig 4.1 Gender of participants.....	29
Fig 4.2 Level of education of participants.....	30
Fig 4.3 Duration with the organisation.....	31`

List of Appendices

Appendix 1. Questionnaire.....	47
Appendix 2. Uses of HRIS in Human Resources Management	48
Appendix 3. Benefits of using HRIS on organisational performance.....	48
Appendix 4. Barriers to HRIS implementation	49
Appendix 5. Ways to improve the effectiveness of HRIS	50

CHAPTER I

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

With the turn of the 21st century, the information, communication and technology have painted the era a digital era, whereby human resource functions are developed by using and utilizing information technologies. The modern market is very competitive regardless of the number of players in it, hence business ought to adapt and revolutionaries their human resource such that the organization can perform up to the required standards. This chapter will introduce the study in question, articulating the back ground of the study and the problem statement. The chapter will look to establish the research objectives and research questions.

1.2 BACKGROUND OF STUDY

In the 1970s, when HR applications were first being developed, International Business Machines' mainframe computers served as the foundation for the human resource information system (HRIS) architecture. Ball (2001) notes that mainframe computers hosted payroll applications for several organizations. These systems were usually used by information technology personnel and human resource managers, who executed a plethora of processes while directly logged onto the mainframe. Processing was never done at local level, even though the desktops were used to access the mainframe, as asserted by Ball (2001). This design master pierce is commonly called a single tier computing system user interface, application processing, and data storage resided on the mainframe. During the 1980s simple basic computers were enough to the typical functions like recruiting and basic employee benefits, as asserted by Kovach and Highes (2010).

The 1990s and 2000s were character by the development of technology and the emergence of strategic HRM. Thus the increase in technology changed the focus HRM function towards becoming a strategic partner in adding value to the organization, Bhuiyan et al (2014) With the introduction of management information systems and enterprise resource planning software, HRIS gained popularity in the 1990s. Companies during this the 1990s realized the need for human

capital development as a core to improving organizational performance. Mobile banking was initially introduced around the early 90s to 2000s when the internet was increasingly gaining popularity, according to the study by Cleveland (2016). Around the globe only a few banks like Wachovia and Wells Fargo began the use of websites to their banking, using them for checking account balances and locating the nearest ATM. Bank websites were difficult to use as they were accessed through non user friendly web browsers. Internet banking was no popular between the 1990s and 2000s as result of customers preferring physical banking due to the fact that it was faster and convenient than the use of computers.

Concepts of organization a performance like effectiveness, productivity and efficiency have received more application recognition around the globe, Meyer (2010). According to Hassan (2011), organizations working on domestic, international, and global levels have been implementing efficient and effective initiatives in the hopes of enhancing their own organizational performance. Effectiveness and efficiency can improve the organizational performance through the use of human resource information system has been the order of the day in organizations all over the world. Owino (2010) noted that organizations around the globe in all industries and trades, they institutionalized efficient and effect methods to develop their organizational performance with different levels of success.

Asian countries have benefited from the application of HRIS. In a study conducted in Bangladesh, Azmal & Ali (2018) found that one of the key themes in Bangladesh's most recent 7th five-year plan1 is the importance of using ICT to confirm transparency and good governance in the public sector. Organizations in Bangladesh are seeking to fully adapt and utilize HRIS in an effort to gain benefits. Organizations are updating their various operations to be it based so that they can keep up with the speed of the globalization and digitalization. However in the private sector, the large organizations have been utilizing the HRIS for the past 5 years, the noted. Finance has been a huge hindrance for small and medium enterprises to fully adopt and utilize the HRIS, as supported by Ngaj and Wat (2006) who noted that finance is the first hurdle for IT implementation.

Recently, there has been a growing understanding across the globe that effective management of an organization's human resources is essential to its success in a challenging and evolving environment (Aswathappa, 2007). Around the world, information technology has revolutionized

how businesses are conducted and how HRM is seen. The importance of HRIS is brought about by the fact that HR has an impact on the entire workforce and that everyone employed by the organization must be hired, trained, and paid—typically through HR (Shinde, Abhilasha, & Ramakumar, 2017). Businesses also automate a number of processes, including payroll, records, and benefits data, as well as online recruiting, screening, and pretest applications before hiring employees, as well as employee training and advancement after they have been hired. Therefore, HRIS can be a potent instrument for lowering administrative costs, increasing productivity, cutting reaction times, and improving decision-making and customer service.

The banks in Europe use basically the same currency, which broadens the competition across the whole continent. The introduction of the Euro currency brought about the aspect of stabilization for European banks, which evens the competition to be a fair one but with many players. Shukla (2014) noted that European banks did not only operate within their continent but also extended their money lending schemes to America and other continents. The superiority of western banks is seen in Africa as there are subsidiaries of western banks in Africa which are central to the African financial industry. Among the most points of competitiveness the global and African financial sectors is the transfer of foreign currency championed by world and now dominant M-PESA company which is increasingly growing at a faster pace. Over forty million individuals have used at least 110 money mobile systems that have been installed to date. The most well-known system, M-PESA, was developed in Kenya and is now used in six different nations. In 2011, it had 20 million members and moved \$500 million per month, Aker et al (2011).

Ecocash Holdings is a mobile money transfer company, which can be regarded as a bank although it does not pay deposits or have other functionalities that banks offer like FBC Bank, ZB Bank and BancABC, Jack & Suri (2010). Ecocash gained popularity the decade between 2011 to 2020 due to its convenience in terms of money transfer and withdrawals by using the booth system. Ecocash was launched in 2011 by Econet as the first mobile money transfer service based on a person to person transfer. The fact that Ecocash Holdings comes from a telecommunications industry and also its banking functions make it put it in competition with the telecommunications industry and the banking sector. The Zimbabwean banking sector is regulated by the Reserve Bank of Zimbabwe under the Reserve Bank Act (Chapter 22:15). The banking sector in Zimbabwe is highly competitive, from the period 2009 when dollarization was introduced, which improved the

country's economic situation. Sanderson et al (2018), noted that the impact of the banking sector in Zimbabwe is still understudied especially after the period of dollarization. Makena (2021) is of the view that the period prior to dollarization in Zimbabwe weakened the competitiveness of the banking sector as a result of hyperinflation and the period of dollarization brought about the competitiveness which gave banks stability.

1.3 STATEMENT OF THE PROBLEM

The study seeks to address the concern of stiff competition and the growth of the sector with new players coming in, on the other hand the country is producing too many graduates compared to the opportunities available. The Zimbabwean banking industry is increasingly getting stiff with new and better initiatives coming in like Inn Bucks and Tumai. The banking sector in Zimbabwe has many competitors making strategic management a vital aspect in order for an organization to compete and perhaps outshine competitors, therefore there is also the need for hiring personnel that are highly adaptable to high tech business to bring in innovation as well as train the already available employees. Tsarwe (2014) noted with concern that there was mismanagement of funds, poor corporate governance and poor risk management, which has been crippling the financial institutions. According to the report by Gerald Mtombeni Newsday 10 August 2022, Ecocash Holdings dominates around 90% of mobile money transactions in Zimbabwe, having lost 50 000 mobile money agents in 2020 due to restrictions imposed by the Reserve Bank of Zimbabwe. Further restrictions like the daily transactions limit and the daily withdrawal limit has also crippled to the decline in revenue of the organization. According to Karombo (2022) Ecocash Holdings saw a drop in the number of users from 8.4 million to 7.7 million in 2022. This is a massive drop which requires a deep analysis and revamp of risk threatened aspect of the business. According to the financial reports from Ecocash Holdings, it accounted for 75% of the revenue of the group in 2020, 60% in 2021 and 55% in 2020, showing that the revenue generated from Ecocash Holdings has been decreasing for the past three years. Ecocash lost around 3.1 million customers since 2020, and merchants fell from 47 002 to 33 557 in 2022, according to the report by Leonard Sengere October 14 2022 Techzim. As the trend continues Ecocash is bound to lose its market share on the market due to the introduction of more banking companies and also the falling economy.

1.4 RESEARCH OBJECTIVES

The study aims to archive the following objectives;

- The explore the relationship between human resource information systems and organization performance of EcoCash Holdings
- To explore the information systems used in the Human Resources Department of EcoCash Holdings.
- To identify the challenges regarding the use of human resource information systems at EcoCash Holdings.
- To establish strategies to improve the effectiveness of at human resource information systems at EcoCash Holdings

1.5 RESEARCH QUESTIONS

1. What is relationship between human resource information systems and organization performance of EcoCash Holdings?
2. What is the information systems used in the Human Resources Department of EcoCash Holdings?
3. What are the challenges that arise with the use of information systems in human resource at EcoCash Holdings?
4. What can be done to improve the effectiveness of Human Resources Department of EcoCash Holdings?

1.6 SIGNIFICANCE OF THE STUDY

The significance of the study follows;

Significance of the Study to EcoCash Holdings

The study provides an in-depth analysis of the background of the competitive environment of the finance industry and show how they can leverage HRIS to improve organizational performance.

Significance of the Study to Policy Makers

The study will help policy makers to analyze and design policies that can help them utilize HRIS to achieve organizational goals.

Significance of the Study to Human Resource Management Practitioners

The study will also be valid for the Human Resource Management Practitioners to make an appraisal of their own system. Thus the practitioners will be able to understand the importance of HRIS and how it can be utilized to increase the performance of employees.

1.7 AIM OF THE STUDY

The study clearly looks at all the facets of HRM and analyzes how the HRIS can act as a steroid to enhance the performance of the various pillars in the HRM ambit, ultimately contributing to the overall business objectives. The study adopts a strategic approach to the HR functions as it seeks to bundle and integrate these functions into an interconnected system of functions thus promoting communication and coordination of dissimilar structural events as acknowledged by Casico (2006). According to Mayfield (2003), a good IS includes a suitable communication tool to connect the crucial information to all clients inside and outside of a company. Undeniably, this study covered more ground. The study takes interest in looking at the aspects of human resource and examines how the information systems concerned can exist as a steroid to improve performance on different aspects of human resource, with the overall goal of satisfying the objectives and goals of the organization. The research applied a strategic approach to the Human Resource functions which sought to unite the functions into intertwined system of functions, promoting coordination and communication of different structural events as postulated by Casico (2006).

1.8 ASSUMPTIONS OF THE STUDY

- The respondents will respond to questionnaire items and interview questions honestly
- The organizational performance of Ecocash Holdings remains does not make significant changes during the research
- The regulatory body does not make impactful adjustments

1.9 DELIMITATIONS OF THE STUDY

The study was delimited in the following aspects as explained;

Conceptual limitations

The study sought to conceptualize the aspect of information systems and organizational performance. The study seeks to measure the impact that information systems have organizational performance, hence there is need to understand organizational performance.

Geographical limitations

The study will be carried out at the headquarters of Ecocash Holdings in Harare.

Theoretical limitations

The theory of planned behavior (TPB) was postulated by Ajzen (1985) in a bid to perfect the theory of reason action. The main purpose of the TPB was to provide a framework which outlines the determinants of planned behaviors in order to easily predict future behaviors.

Time limitations

The study was carried from September 2022 to February 2023

1.10 LIMITATIONS OF THE STUDY

It will be quite challenging to collect the crucial information from some employees and those who thought the information was private. In order to get beyond this obstacle, participants will be given assurances about categorization and that the information would only be utilized for scholarly purposes. The researcher requested that the participants do not disclose their names or any form of identity. The study also targeted employees from Ecocash holdings, leading to a generalization of results across the industry; hence the researcher prefers use of past literature to validate results.

1.11 DEFINITIONS OF TERMS

Human Resource Information Systems – is a catch-all phrase in various ways. Any software system that manages people information, such as applicant tracking systems, benefits administration systems, or payroll software, can be referred to as an HRMS or HRIS system because they need to have basic human resources (people) information, like name, address, and other details, in order to track benefits, payments, or applicant data. Handrick (2019) claims that the application is also called as HCM (human capital management system), HR system, HR software, or workforce management software.

Performance - A task's success is evaluated in relation to predetermined, well-known standards for accuracy, expense, and speed (Sahu, 2007).

Recruitment - According to Hosain et al. (2016), Mondy & Mondy (2008) defined selection as the process of making a final decision regarding which candidates to choose from a pool of candidates after conducting some selection tests. Recruitment is the process of locating and recruiting suitable candidates.

Organizational performance - According to Hosain (2015), "organizational performance" or "firm performance" can relate to overall financial and operational results.

1.12 ORGNISATION OF THE STUDY

Chapter 1 presents the background study, statement of the problem, research objectives and questions, aim of the study, delimitations and limitations, significance of the study and the definition of key terms.

Chapter 2 present a literature review, where by the study looks into the theoretical, conceptual framework, the dependent and independent variables of the study and an empirical analysis.

Chapter 3 provides for the research methodology. The chapter discusses the research philosophy, research design, population and sampling, research instruments, data presentation and analysis and the ethical considerations.

Chapter 4 calls for the results presentation and analysis.

Chapter 5 presents the project summary and conclusion and recommendations to the organization and future studies.

Chapter 6 provides for the appendix, which consist of the research instrument.

1.13 CHAPTER SUMMARY

This chapter introduced the study aimed at assessing the impact of human resources information systems on organizational performance. The chapter established the background study using relating literature. The study also presented the statement of the problem and the research objectives and questions, aim of the study, delimitations and limitations, significance of the study and the definition of key terms. The next chapter will provide for a review of literature for the study in question.

\

CHAPTER II

LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter looked into the introductory stage of the study in question. This chapter is set to establish the review of literature in relation to the topic under study. The chapter discusses the dependent and independent variables of the research, the conceptual and theoretical frameworks of the study. The chapter will wind up with a study on empirical review and a chapter summary.

2.2 THE RELATIONSHIP BETWEEN HUMAN RESOURCE INFORMATION SYSTEMS AND ORGANIZATIONAL PERFORMANCE

A company should first attempt to understand how its employees are currently functioning and whether any necessary changes need to be made in order to assist them adapt and progress to the greatest extent feasible in this competitive environment (Hosain, 2016). The modern business environment is very dynamic and competitive and that brings about challenges which organizations have to face. Organizational effectiveness is a one of the fundamental targets of a business. At the heart of organizational performance lies employees who are believed to be essential asserts contributing towards the success of a business, as postulated by Tahsildari & Shahnaci (2015). Thus it is important to make sure that employees are motivated in order to be productive and efficient, relating to the view of Shoss (2017) who postulated that job insecurity can reduce the productivity of employees. This means that there exist a direct relation between human resource and organizational performance, were the latter is affected by human resources. Demeke & Tao (2020) postulated that the concept of organizational has been defined in different ways as a result of its subjective nature. They argued that quantifiable repeatable activities assist in utilization of processes for the organization to be successful in order to ascertain a degree of performance and management to make informed decisions when needed to satisfy an objective.

2.3 HUMAN RESOURCE INFORMATION SYSTEMS

The digital technology has altered the manner in which businesses are running and the way in which HR functions are carried out. Human resource management affects every employee because it's necessary to hire, train, and pay staff, according to Shinde et al. (2017). For this reason, the role of HRIS is crucial to a business. Most of the human resource functions and duties have been evolving through the utilization of IT, leading to changes in organizational management being changed in the current setup titled Digital era, as noted by Maditheti (2017). It is within the scholarly table of knowledge that the role of HR has been deemed to have evolved with the development of innovative technologies in the modern workplace. Innovation on the functioning of the HRIS has been the driving force to substantial change in terms of HR developmental process as argued by Barman and Das (2018). The period from the 1960 to the 1980, when 'human capital' was considered an important asset for the organization, HR became an integral part of the core business processes, HRIS was in the form of mainframe computers in which it performed the role of transactional information processing, where along with storage and retrieval of information, processing, and handling of data also became important, Barman and Das (2018)..

The modern dimension in HRIS is the Expert System (ES) wherein the HRIS itself will be technologically proficient to carry out multiple HR functionalities on its own with Upgraded HR service quality. HRIS promotes strategic decision-making of organizations with competitive advantage (Moussa & El Arbi, 2020) and increases productivity and service quality with lower operational costs (et al., 2017). Ultimately, each of the aforementioned forces is having an enormous impact on how human resource management (HRM) operates (Purce, 2014). Dynamism of the contemporary business world has brought about the birth of strategic human resource management in order for business services to eta afloat. Gifford (2020) argued that performance management is described as a process through which businesses utilize employee's value effectively to enhance the growth of the organization. Khan et al (2019) was of the view that employee performance in an organization can be improved through enabling job satisfaction.

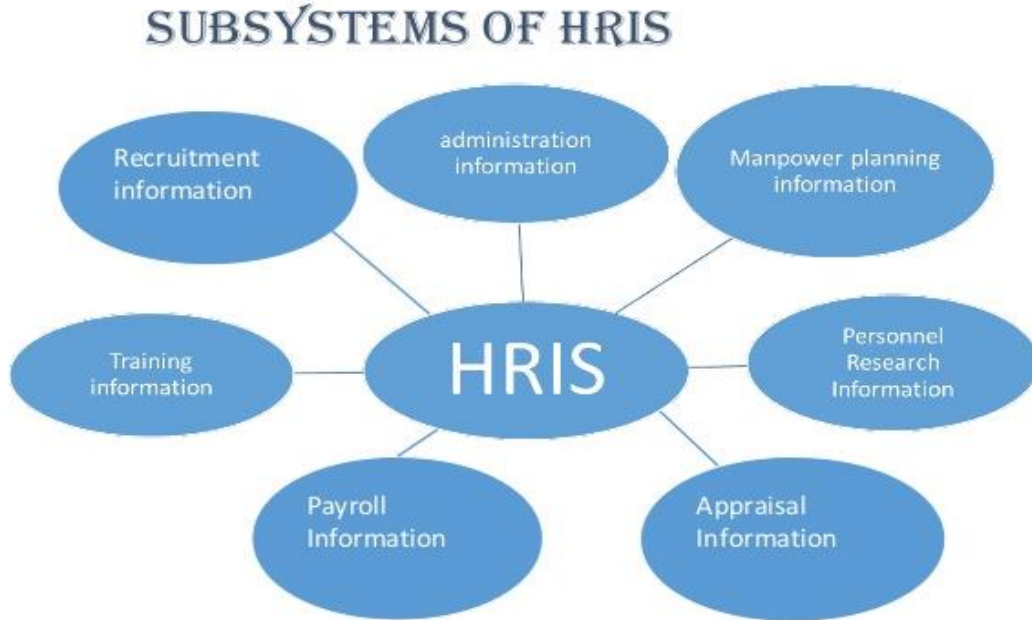


Figure 2.1: HRIS Subsystems.

2.4 USES OF INFORMATION SYSTEMS IN HUMAN RESOURCE MANAGEMENT

2.4.1 Recruitment and Selection

Attracting, selecting and retaining the best professional workforce in the same organization remains one of the most important functions of human resource management. Negendra & Deshpande (2014) agreed that HRIS contributes greatly towards human resource planning, that is labor demand and supply analysis, analyzing the needs for training and the succession plan for HRIS. HRIS is being used in recruitment and selection through the use of various systems. Advertising job vacancies is one of the uses of HRIS in recruitment, which was supported by Piabuo (2017) who noted that the use of HRIS is cheaper when advertising job vacancies using electronic newspapers. The process of acquiring new employees can best be done efficiently using HRIS like the recruitment information system, Kelly (2014).

2.4.2 Training and Development

HR functions AI's include the responsibility of updating the skills and knowledge of employees to be up to the current trends in standards. Jahan (2014) pointed out that HRIS can help the management in training and development of employees to work better. The learning management system allows the management to track the development, skills and other qualifications of the employees to present data showing the appraise areas needed for training and development. Furthermore management can perform a web based appraisal to determine the strength and weaknesses of employees, such that they can be focused on in training and development. Accurate performance information on the due date for the appraisal, the measurement scale, and the scores can be provided through an effective and efficient appraisal system, Arefin & Hosain (2019). Web based training can also be integrated math into the system to increase convenience in the learning process of employees.

2.4.3 Payroll Administration

The coming of technology has been welcomed and appreciated for its role in the payroll system in organizations. Surely the payroll system was created to assist the HR department calculate the salaries of employees and deploy in their accounts. Manual payroll system in organizations that have many employees can be a challenge for the managers hence the use of HRIS can ease the process managing the finances of the organization satisfactorily, Bhuiyan et al (2015). Karikari et al (2015) acknowledged that the use of HRIS has a speeding effect towards the organization processes, which means it saves time. This supported by Khrais et al (2021) who noted that the HR data has grown exponentially over the years. Compares to the old payroll system which was slow and prone to errors, the IT based payroll system allows for quick calculation of employee wages, (Gupta 2013).

2.5 Compensation Management

An organization needs a lot of written materials and information to handle its compensation and benefits programs. With the aid of HRIS, a challenging task can be completed more quickly and easily. The wage and promotion dates of employees may be conveniently managed by this automated system, which can also produce reports for HR managers to evaluate personnel. Data

input is valuable, and the payroll side can easily construct all benefits and deductions. This will facilitate better paper flow and communication between payroll staff and HR. By implementing the automatic benefits system of the HRIS, businesses can save time and reduce errors. Compensation management frequently includes pension, profit-sharing, insurance, and compensation plans (Iswan, 2017). It is necessary to obtain and manage information of all kinds during this process, including the nature of the disease or accident, medical reports, staff conduct policies, the individuals involved, government data, etc. (Hendrickson, 2003). Employees can get system-based information on accruing balance, salary interruptions, and deductions over the internet. Organizations collect information on salaries, remuneration, and other welfares with the aim of rationalizing entry to salary, benefits, and compensation administration online (Daniel, 2019).

2.6 Performance Appraisal

According to Manasa and Reddy (2009), performance assessment is a procedure that examines an employee's job performance and productivity in a systematic and routine manner on the basis of predetermined goals. In many businesses, performance appraisal management has seen a significant transformation as a result of the development of HRIS tools and modules during the past 20 years. HR professionals are searching for a new strategy that will be more effective because annual performance reviews and evaluations are ineffective at motivating workers and boosting their output. HRIS is one of the best strategies being used to ensure employee participation in performance management. Employees have the opportunity to review their performance on a regular basis in HRIS and have the chance to assess their productivity level and make improvements (Dijk, 2015). HRIS has the potential to significantly increase an individual's efficacy and production (Hosnavi & Ramezan, 2010; Reddick, 2009). Additionally, performance evaluations are easily accessible to upper management, supervisors, clients, and other stakeholders. HR Planning

Nagendra & Deshpande (2014) noted that developing an effective efficient and competent human resource planning for an organization is one of the key elements of HRIS. Its role is to analyze skills inventory, succession planning, analyzing training needs and the HRIS LA bur demand and supply analysis. One of key roles of HRM is to conjoin planning and control of employees and incorporate these towards the production and cost in an organization. The right person el with

desired competencies and skills can be acquired through an effective HR planning in an organization, Quaosar & Rahman (2021). HR has become a strategic partner to an organization ensuring that it gains a competitive advantage through the use of HRIS, Mousa & El Arbi (2020).

2.6.1 Internal and External Communication

The internet being various communication solutions with several channels coming, whether it is written, audio or visual communication. Delivering information to various stakeholders is key role played by HRIS within an Organization, Arefin & Hosain (2019). With HRIS, management can easily communicate with several people in a short space of time, with the use of emails. Kajongwe et al (2020) acknowledged the use of HRIS for communication noting that it reduces dissemination of harmful information and also allows for well-prepared information to be sent out to various stakeholders. HRIS proved to be vital during the covid-19 were employees worked remotely and the internet made it possible for communication through zoom and basic social media applications. This means that communication through HRIS faces fewer barriers compared to traditional ways of communication.

2.6.2 Employee Self Service Systems

Employee self-service Systems (ESS) are a very common technology that gives staff members access to the safe, centralized HR database and allows them to review their data, check their benefits enrolment, participate in new enrolment, and register for training (Quaosar, 2018). Over 80% of large firms are reportedly implementing ESS or have plans to do so soon, according to estimates from (Crestone, 2009). The utilization of ESS systems has a number of advantages, and it has received attention, according to Hawking et al. (2004). First of all, ESS has a great chance of accelerating processing, boosting productivity, and providing users more time to deliberate before acting. Second, 80% of staff accept the new system after obtaining full instruction on how to use it. Thirdly, the implementation of ESS has the ability to change the duties of managers and top-level management while also motivating them to make regular use of the system. The system provides the most recent information on the team members and company. Overall, the enterprise resource planning system uses a single universal database, often known as a common database, to consolidate data from several applications. (Noutsu, Wamba, & Kamdjoug, 2016) conducted research to show that the human resource information system offers appropriate data storage.

Additionally, it is noted that HRIS contributes to the improvement of comprehensive quality management, customer loyalty, and innovation.

2.7 Barriers of Adopting HRIS

Despite the benefits of adopting and implementing HRIS, there are certain drawbacks for HR professionals as a result of the high cost of the switch from manual to automated HRM, inadequate employee training, a lack of infrastructure, and technical knowledge (Zafar, 2013). Although not everyone in Bangladesh agrees, the senior management believes that HRIS is a useful system (Mursalin, 2015). However, top management assistance can make the connection between the inventiveness of service innovation and the acceptance of new technologies simpler (Hsu, Liuet al. 2019, and it has a significant impact on adoption of new technologies; Ram-rez & López-Zapata, 2021).

Lack of proper training for HR professionals: Training is essential for all levels of employees to increase their knowledge and abilities in order to operate a system efficiently (Quaosar, 2018). Training and technical support for users are essential for proficiency in information systems (Bala & Venkatesh, 2013).

Lack of moral support from top management: Top management is ambitious to achieve the organization's goals and gives its employees all support, financial and technical. If HR specialists can secure moral backing from senior management, HRIS will grow and advance. Adopting new technologies requires a supportive environment as well as enough resources from senior management (Quaosar, 2017).

Low user competence, knowledge, and experience: experience is crucial for technology adoption (Hashim, 2015). Employees in the HRIS field should be multidisciplinary thinkers with a working understanding of IS and HR duties. However, there aren't enough informed and skilled workers in Bangladesh. Even they have a natural desire to study more and more. **Organizational Size:** The size of an organization is determined by its workforce, resources, and transaction volumes. The financial health or status of an institution depends on its size. It is a significant driver of technology adoption (Andaregie & Astatkie, 2021) and Lippert & Govindarajulu (2015) found a favorable correlation between firms' willingness to adopt technology and their size.

Lack of sufficient funding, which must be approved by top management, is a typical and significant hurdle to the implementation of HRIS (Kumar et al. 2021). The HRIS budget that has been approved plays a big part in HRM (Mursalin, 2015). As a result, et al. (1999) mentioned HRIS spending as an investment. Few organizations in Bangladesh invest more than 0% of their annual budget for HRIS (Mursalin, 2015).

2.8 WAYS TO IMPROVE THE EFFECTIVENESS OF HRIS

The ways to improve the effectiveness of human resource information systems follows.

2.8.1 Management support

The support of management in adopting and carrying out the HRIS in the organizations needed such that it can be useful and yield the intended results. Thus the management has the power to determine policies and strategies that can aid the utilization of HRIS in an organization. Badhurudheen (2018) determined that there is need for upper grade manger's support, which is needed to positively influence the HRIS in the organization. Alomari (2019) suggested in his study that top management commitment is important in allocating organizational resources towards the success and sustainability of HRIS in the organization. This includes the provision of financial and logistic support required for the usage of information systems together with human resources to achieve a unified goal.

2.8.2 Willingness

Aldmour et al (2013) defined willingness as the availability of required resources and the ability to execute the HRIS. Therefore willingness possesses a degree of significance towards the adaptation and utilization of technology in an organization. When the resources are available, it becomes easy for the execution of the task relates to information systems compared to lack of resources. Resources can be key infrastructure which enables a certain task to be performed. HRIS systems may depend on integrated hardware resources operationally, a group of tech experts lying within the personnel department increasingly manage, support, and maintain them, Tomanna et al (2018).

2.8.3 Training

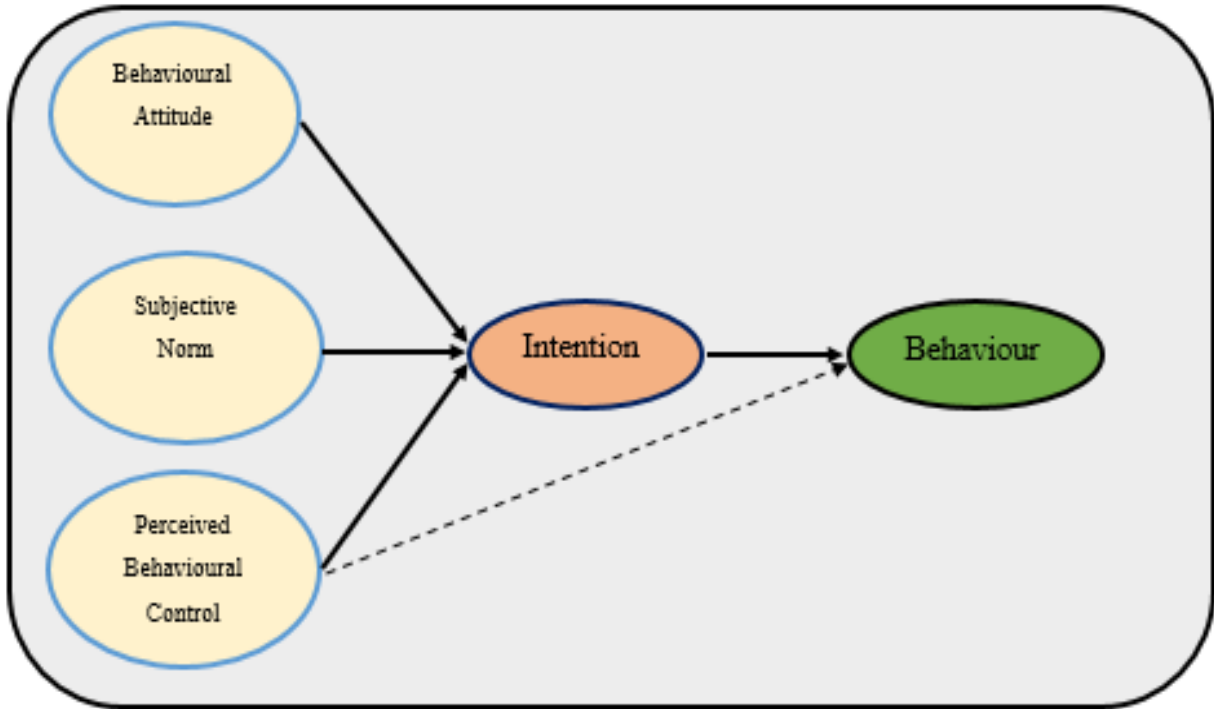
Training employees on the use of HRIS is important to the use of the system as a whole in order to positively impact its performance. Lack of training causes employees to misuse and ineffectively use HRIS data, which results in a loss of investment and important data. In 2019, Alomari. The organization's employees needs frequent training to become more computer savvy and to ensure that human resource specialists can operate the system quickly and effectively. Information is easily accessible, deposited, recovered, evaluated, and modernized thanks to the capabilities of the human resource information system, which facilitate human resources tasks. (2016) Kanake and Onyiego.

THEORETICAL FRAMEWORK

2.8.4 THEORY OF PLANNED BEHAVIOUR (TPB) (AJZEN 1985)

The theory of planned behaviour (TPB) was postulated by Ajzen (1985) in a bid to perfect the theory of reason action. The main purpose of the TPB was to provide a framework which outlines the determinants of planned behaviours in order to easily predict future behaviours. According to the Theory of Planned Behaviour (TPB), planned behaviours are the result of behavioural intentions, which are significantly influenced by a person's attitude toward behaviour, the subjective norms associated with the behaviour, and their perception of their control over the behaviour (Cameron et al. 2012).

Theory of Planned Behaviour (TPB)



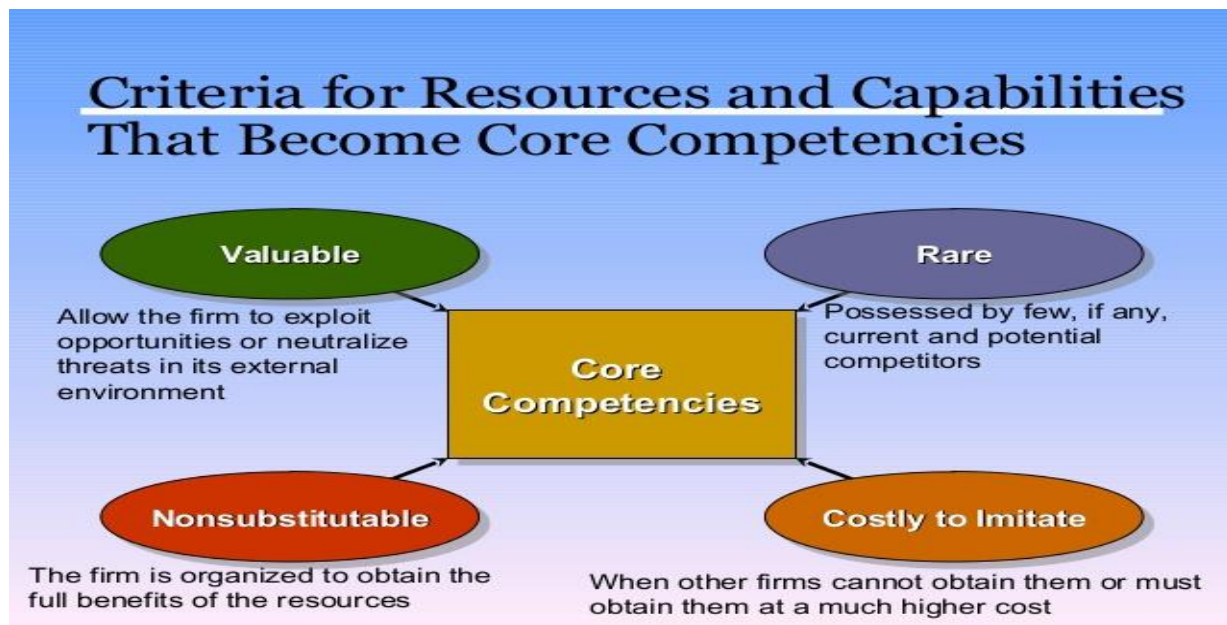
Source: Adapted from Ajzen (1985)

Fig 2.2: theory of planned behaviour

The idea of the model is to initiate a behaviour that creates a favorable work ethic among employees such that the organizational goals can be reached. Attitude is vital to the success of HRIS with regards to the management, who are responsible for investing towards the success of the system. If management possesses a negative attitude towards the use of the HRIS, the system is possibly bound to fail. TPB suggested that one can create a belief based on what other people expect him/her to do or based on the observation of the actions of those people (Hasbullah 2018). Behavior is the resultant outcome of an intention. The time when an intention starts to be executed, it ceases to be an intention, and becomes a behavior. Behavior can be defined as anything an organism does, (Lazzeri 2014). The theory affects how HRIS is accepted and used in the organization, particularly by the human resources department to effect organizational performance.

2.8.5 RESOURCE BASED VIEW

It is a contemporary and significant tendency for HR managers to adopt a strategic perspective on their work and realize the critical links between company strategy and HR strategy, according to Nyamubarwa et al. (2013). Since Winston (2007) claims that the resource-based view (RBV) of the organization offers the theoretical underpinning for organizational strategy and HR practices, it was chosen as the theoretical framework for this study. In order to illustrate how an organization's distinct bundle or collection of internal resources and capabilities represents the foundation upon which value-creating strategies should be developed, the RBV employs an inside-out viewpoint. Gifford (2020) is of the view that HRIS assist in performance management of employees which helps to improve their work performance and organizational performance at large. Thus a firm can maximise its production given it assumes the ability to exploit its resources. In this case the use of HRIS can assist in utilizing the human resource to maximise production. Thus performance management is aligned with human resource management practices which help the management to achieve the set goals of the organization, thereby increasing its performance, Uysal (2019). According to the resource-based view, an organization can derive competitive a sustainable form of competitive advantage from its resources if the resources are valuable, rare and costly to imitate (as well as non-substitutable), (Madhani 2010).



Source: (Gifford (2020)

Fig 2.4 Resource based view

2.9 EMPIRICAL LITERATURE

A study by Kaygusuz et al (2016) determined that HRIS influences the performance of an organization with the use of information and qualified human resources which are believed to be integral and strategic production factors for organizations in the big data age are obtained, arranged and used in strategic management processes through information technologies. The study indicated that HRIS contributes positively to the efficiency within an organization, thereby improving employee efficiency. This study conforms to the study by Sergio et al (2010) who observed that the loading of HR functions in a computer improves the way in which data is stored and decisions are made, with quickness and effectiveness. Mjomba & Oyago (2021) conducted a study on the influence of human resource information systems on organizational performance in Tanzania. The study discovered that HRIS has a positive influence on organizational performance through enhancing decision making processes and policy assessment and retention strategies facilitate to management.

The study by Quaosar & Rahman (2021) focused on studying about the HRIS being used in developed countries. The study realized that Traditional payroll systems were time wasting and susceptible to errors which could impact the productivity of the HR function, compared to automated which easily calculate salaried and allows for quick entry of data into system and make the process easy and faster and efficient.

Fatuma (2014) conducted research on the factors known to affect how HRIS should be implemented. Participants in a survey agreed that top-level management's support, an effective training program, assistance from human resources and information and communication technology, as well as user participation, have a significant impact on how well human resource information systems are implemented. Communication between employees and their managers also needs to be motivated. The study also Quaosar & Rahman (2021) realized that a lack of funding is one of the major problems faced with the adoption and effectiveness of HRIS in organizations.

Mathys and LaVan's (1982) empirical investigation is the earliest we could find. They carried out a survey to look at HRIS development stages. Nearly 40% of the organizations in the survey lacked a computerized HRIS. Similar findings from other surveys indicated that HRIS was being used

relatively seldom (Murdick and Schuster, 1983). Later on, DeSanctis (1986) also reviewed the state of HRIS and evaluated its functionality and connections to the MIS function. Martinsons (1994) contrasted the sophistication and to what extent Canada and Hong Kong used IT for HRM. In a recent study, Ball (2001) surveyed smaller organizations about their use of HRIS. Her study and the one of Martinsons (1994) show that smaller organizations are less likely to use HRIS.

2.9.1 RESEARCH GAP

The studies articulated above are all related to the use of HRIS in an organization; however the researcher understood that there is a gap in these studies, which is the relationship between HRIS and organizational performance. Thus the researcher aims at analyzing the relationship that is between HRIS and organizational behavior. This means that the study is aimed at determining the common ground which exists between organizational performance and HRIS, where HRIS influences organizational behavior.

2.10 CHAPTER SUMMARY

This chapter reviewed the literature related to the current topic under study. The chapter looked into the HRIS and organizational performance as key variables for the study. Conceptual and theoretical frameworks have also been established as well as the empirical study to determine the research gap. The next chapter will present the research methodology of the study

CHAPTER III

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter established the literature review of the study in question. This chapter describes the methodology for the study. The chapter will establish the research design, population and sample, research tool and the data presentation strategy.

3.2 RESEARCH DESIGN

A research design was explained by Kothari & Gaurav (2019) to be a blue print followed in carrying out a study and collecting data. Thus a research design shows the manner in which the research was carried out practically and how data was collected and presented and analyzed. The study utilized descriptive statistics to carry out the research and collect data. This research was conducted using a case study method. This research strategy excels in its capacity to address the how, why, and what questions. This makes it possible to understand the implementation strategy's current shortcomings in greater detail. According to Rashid, Rashid, Warraich, Sabir, and Waseem (2019), this in-depth analysis enables examination of phenomena within the unique context of the function of employee assessment in organizational performance. This research design was used because of its ability to capture the lived reality of prospective participants. The case study research design was also chosen based on the fact that the study was done remotely, limited to only one organization within the reach of the researcher.

3.3 TARGET POPULATION

A summed up set of individuals, businesses and houses included in a research describes target population, as postulated by Saunders et al (2019). The population of the study was 30 employees from Ecocash Holdings including Directors, managers, HR practitioners and employees.

Table 3.1: Target population

DEPARTMENT	POPULATION TARGETED
DIRECTORS	4
MANAGERS	5
HR MANAGERS AND ATTACHEES	6
FINANCE	7
SALES	8
Total	30

3.4 SAMPLING

Saunders et al (2019) denotes that sampling is a process of choosing a part from the total population targeted in order to draw conclusions for the whole population. Thus a sample shows an estimate of the overall picture of a given population. Probability and non-probability are the only two sampling method categories in existence, Zikmund et al (2016). The study adopted the convenience sampling technique which is a non-probability sampling technique. Convenient sampling is described as the use of available people at a given time to carry out the study, Bandara & Moloslava (2012). This technique was chosen because the of the nature of the company working practice were employees work through shifts and also that the study was carried out during a busy period as the company is still working towards regaining what was lost during the covid-19 era. The sampling technique was also chosen from the fact that the research is still a student hence had to carry out the research with limited time to carry out the research, hence convenience was key.

A sample size of 25 people is enough for the studied as supported by Gupta (2007) who finds a sample size that is greater than 31% of accessible population to be an adequate representation of the entire population.

Table 3.2: Research sample size

DEPARTMENT	NUMBER OF PARTICIPANTS
DIRECTORS	2
MANAGERS	5
HR MANAGERS AND ATTACHEES	6
FINANCE	6
SALES	6
Total	25 (sample)

3.5 RESEARCH INSTRUMENT

According to Saunders et al (2019), there are four ways of collecting quantitative data, including; questionnaires, interviews, test measures and observations. The researcher used self-administered questionnaires, because of their ability to cover large sample size at a lower cost, Kothari & Gaurav (2019). Self-administered questionnaires also give respondents enough time to answer questions and makes them feel comfortable. Kothari & Gaurav (2019) described a questionnaire as a set of questions sent to participants to respond to and return the answers. Thus a questionnaire was used due to its convenience in time management for the participants and the researcher. The questionnaire will include the use of a Liker scale by participants to respond to questionnaire items.

3.6 DATA COLLECTION PROCEDURE

Before conducting the study, the researcher conducted a pilot study to ascertain the validity the research tool, Kotheri and Gaurav (2019). The researcher sought the consent of the participants to take part in the study. The researcher set a date in which he distributed the questionnaires and set a date to return and collect the questionnaires as agreed with the top level management. Data were collected data according to the data collection procedure.

3.7 VALIDITY AND RELIABILITY

A pilot study of the research toll was done in order to make sure that the research tool is valid enough to give ascertain the research yields viable answers. Vakili & Jahangiri (2018) described content validity as the degree to which the research tool is able to cover intended content to be measured. In light of Koller et al (2017) the researcher used related literature in data analysis to agree and disagree with the findings. Five participants were given the questionnaire through email to assess the time taken to respond to the questions and to make adjustment based on the replies received.

3.8 DATA PRESENTATION AND ANALYSIS

According to Saunders et al (2019), data collected is ought to be processed and analyzed using the appropriate methods. Data analysis was described as a process of exploring, presenting and examining the relationships and trends within the data collected, Hair et al (2019). Data were collected through questionnaires and presented using tables and pie charts. Data were analyzed using descriptive statistics, which denotes the use of statistics, (mean and standard deviation). Hair et al (2019) agreed that descriptive statistics summarize and organizes data such that it can be easily understood. Thus it allows the researcher to compare the numerical variables and have an in depth understanding of data. Data were presented using tables and charts.

3.9 ETHICAL CONSIDERATIONS

Zikmund et al (2016) defined ethical considerations as the suitability is a researcher's behavior against the rights of the respondents. The researcher ought to seek consent of the participants such that they can participate at free will and not feel mandated to participate. The researcher also advised the participants not to disclose and form of identity in order to ascertain the anonymity of the participants. The researcher also sought permission from the university and the organization under study to carry on with the research.

3.10 CHAPTER SUMMARY

This chapter established the approach that was followed for the study. The chapter looked into the research design where it established the descriptive research design for the study. The chapter also looked into the population and convenient sampling technique. Questionnaire was noted as the research instrument, and the descriptive statistics was established as the data analysis method. The chapter wound up with ethical considerations and validity and reliability aspects.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

The research technique for the question under inquiry was established in the preceding chapter. The study was found to have used a quantitative research methodology, according to the chapter. This chapter gives the findings from the field study and discusses them in light of the study's goals.

Table 4.1: QUESTIONNAIRE RESPONSE RATE

DEPARTMENT	POPULATION SAMPLE	RESPONSE RATE
DIRECTORS	2	2
MANAGERS	5	4
HR MANAGERS AND ATTACHEES	6	5
FINANCE	6	4
SALES	6	5
Total	25	20

Source: Field research (2023)

Table 4.1 above shows the response rate of the questionnaire that was administered to gather information pertaining to the study. From the table above that shows that 20 out of 25 people agreed to take part in the start. This means that the study commands 80 % response rate which is valid for the research in light of the view of Mugenda (2003) who noted that any response rate above 50% is valid for a research.

4.2 DEMOGRAPHIC INFORMATION OF PARTICIPANTS

GENDER

Gender distribution

Number

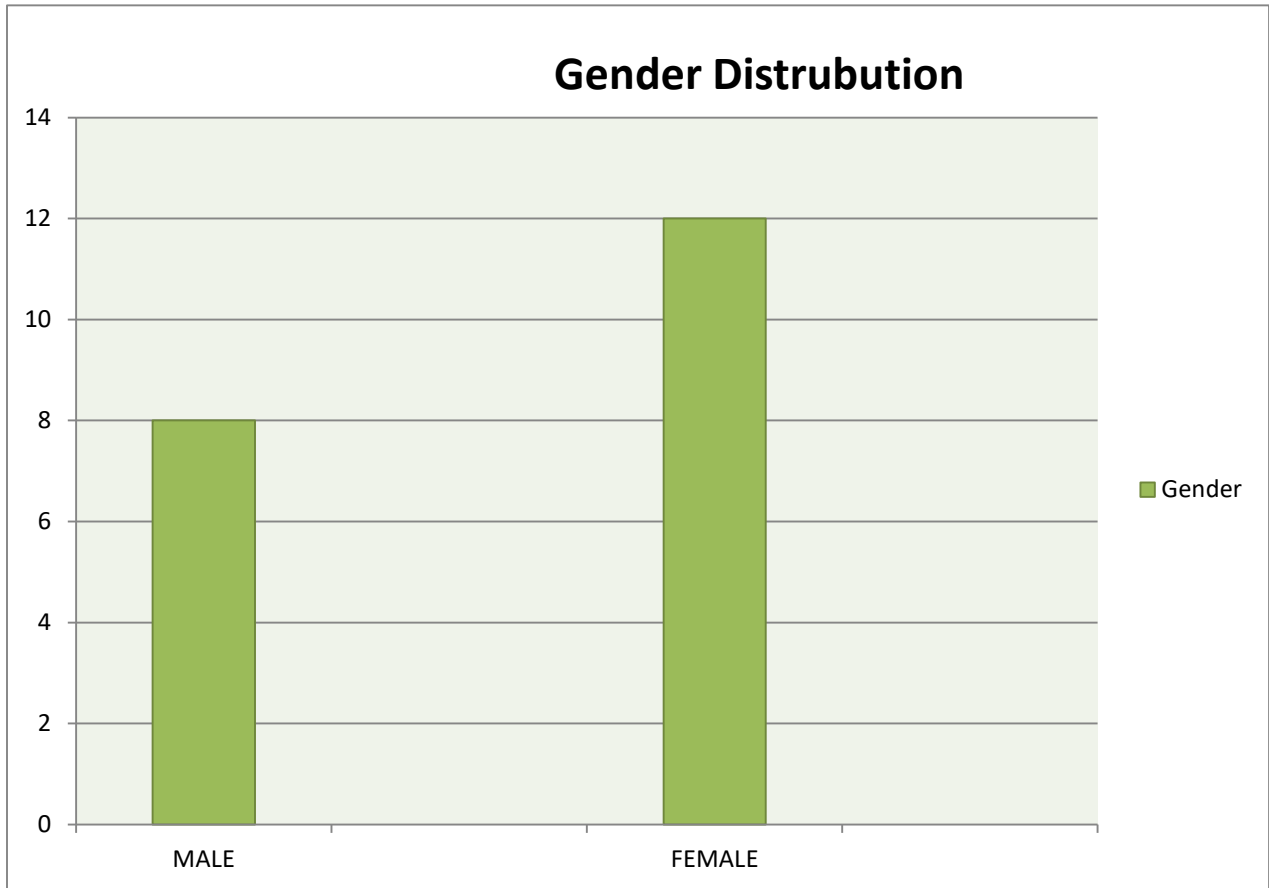


Fig 4.1 Gender of Participants

Fig 4.1 above depicts the distribution of gender within the research study. The research drew attention to gender in a bid to analyze and determine the gender whether gender has an impact on HRIS.

EDUCATION LEVEL

Education Level

The survey was also interested in analyzing the education level of the participants as determination for the quality of responses.

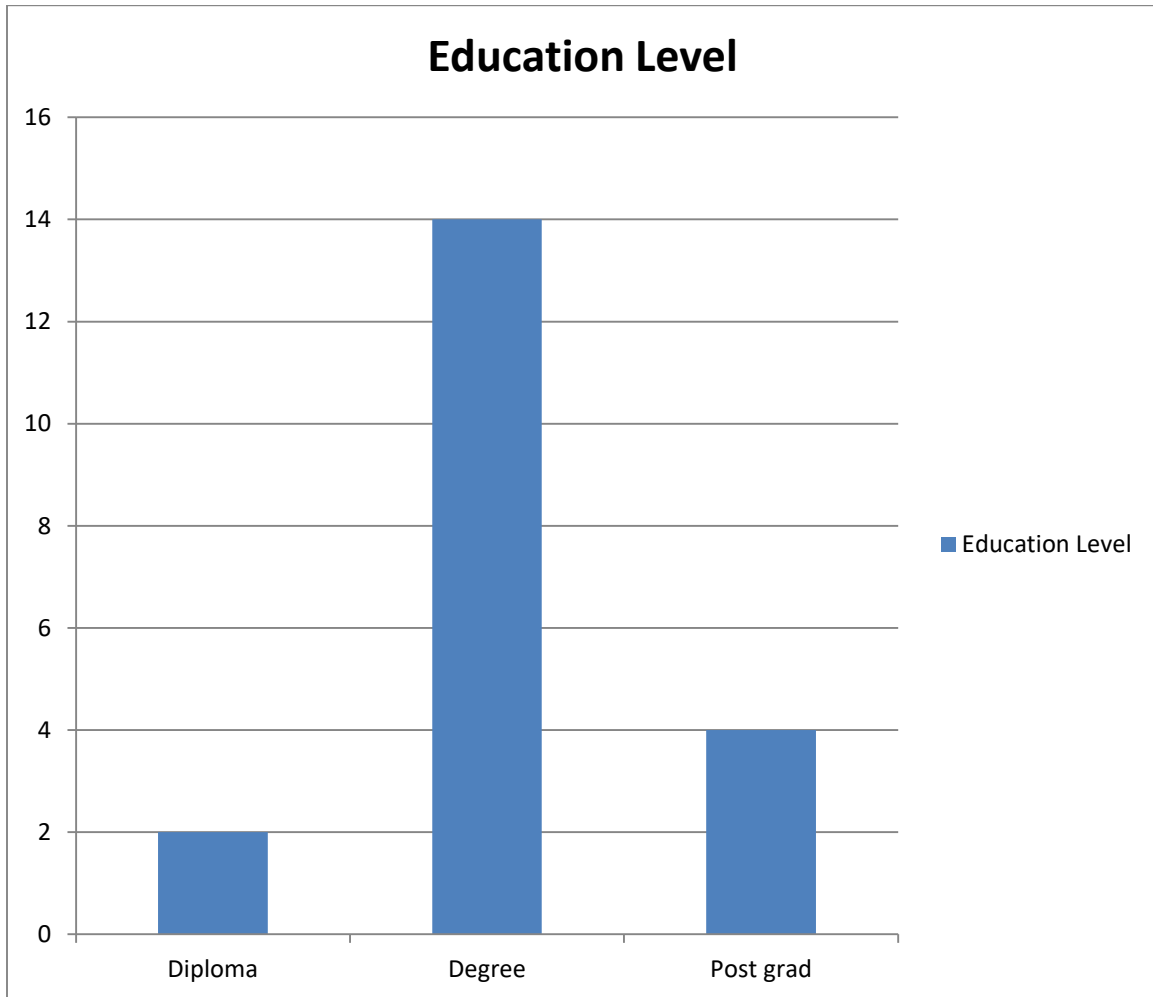


Figure 4.2: level of education of participants

Source: Primary data (2023)

The above table Figure 7 suggests that all the participants have at least gone through the ordinary level of Zimbabwe education. This helped the study as it was proved that all the participants were literate, which increases the ability to cultivate good responses. Having participants with as higher education level as degree, was helpful as they were able to fully articulate their opinions.

DURATION WITH THE ORGANIZATION

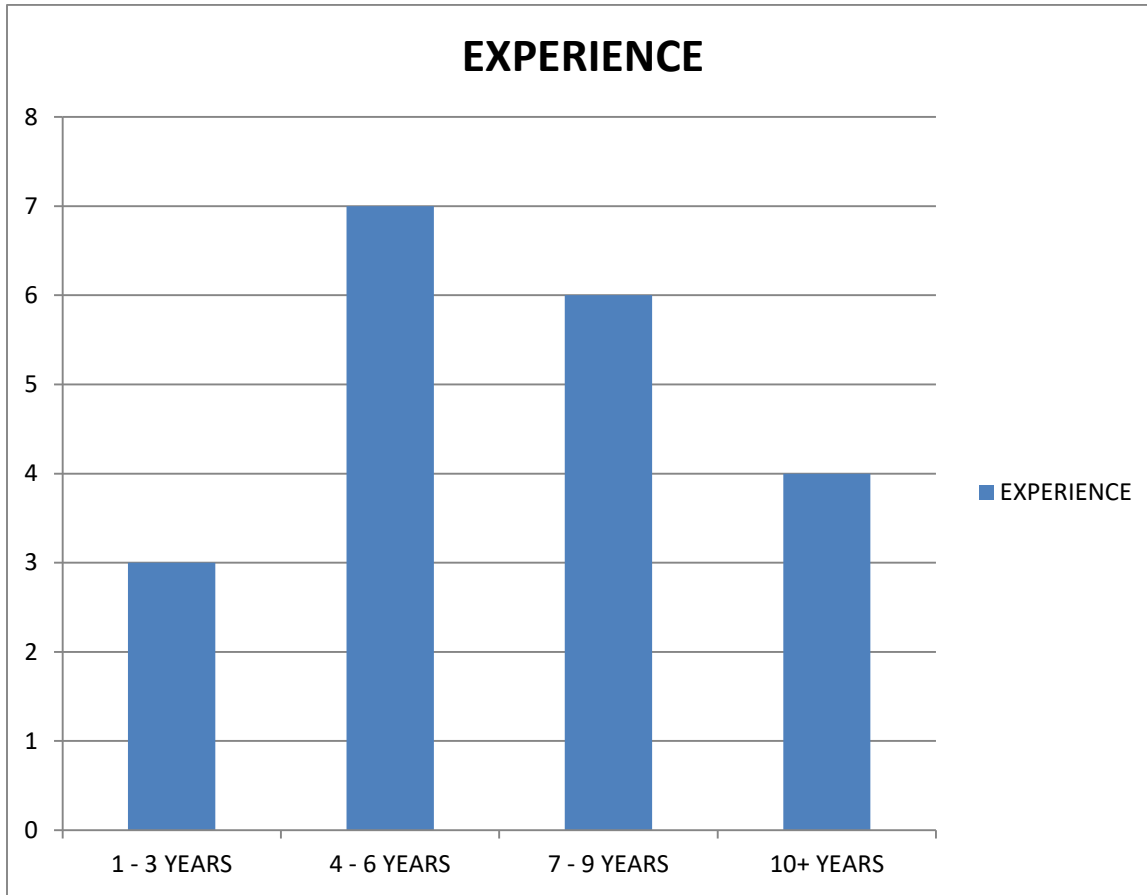


Figure 4.3: DURATION WITH THE ORGANIZATION

The study participants' demographics by working experience are shown in fig. 4.3 above. The graph above demonstrates that 3 participants had experience of up to 3 years, 7 participants had experience of between 4 and 6 years, 6 individuals had experience of 7 to 9 years, and the final 4 people had experience of more than 10 years. This demonstrates that the company has staff who stay with them for a number of years.

4.3 USES OF INFORMATION SYSTEMS IN HUMAN RESOURCE MANAGEMENT

Table 4.2: USES OF HRIS

USES	POPULATION	MEAN	Std Dev	Min	Max
Recruitment and Selection	20	3.9	.8522416	2	5
Training and Development	20	3.65	1.1821031	2	5
Payroll Administration	20	2.8	.9514532	1	4
Communication	20	2.35	1.460894	1	5
Decision making	20	3.6	.9947229	1	5

Source: Field research (2023)

Recruiting and selection was vastly agreed on by the participants (mean 3.9/ std .8522416) as a function of HRIS. The minority of the participants were in disagreement with this view implying that HRIS is to a lesser extent omitted in recruitment and selection by the organization. A significant number of the participants (mean 3.65/ std 1.1821031) agreed that HRIS was being used on the training and development function of the organization, while some of the participants were in disagreement. It was agreed by the majority of participants (mean 2.8/ std .9514532) that HRIS is being used in payroll administration, while 15.38% of the participants remained neutral. The organization uses HRIS in communication as agreed by majority of the participants (mean 2.35/ std 1.460894) while fewer of the participants disagreed. A significant amount (mean 3.6/ std .9947229) of the participants disagreed that HRIS was being used in decision making processes while only the fewer agreed.

4.4 BENEFITS OF USING HRIS ON ORGANIZATIONAL PERFORMANCE

Table 4.3: **BENEFITS OF USING HRIS**

B E N E F I T S	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Easy communication	6 3 0 %	9 4 5 %	2 1 0 %	2 1 0 %	1 5 %
Improve workforce capacity	7 3 5 %	5 2 5 %	3 1 5 %	2 1 0 %	3 1 5 %
Improve organizational effectiveness	6 3 0 %	10 5 0 %	0	4 2 0 %	0
Less time consuming	4 2 0 %	11 5 5 %	2 1 0 %	1 5 %	2 1 0 %
Relatively cheap to use	8 4 0 %	7 3 5 %	1 5 %	3 1 5 %	1 5 %
Easy decision making	5 2 5 %	13 6 5 %	0	1 5 %	1 5 %

Source: Field research (2023)

According to the table above, 75% of the participants agreed that HRIS provides an ease on communication in the organization, while 15% disagreed. HRI improves the workforce capacity, as agreed by 60% of the participants; however a significant 25% of the participants disagreed. Improving organizational effectiveness was agreed on as a benefit accrued from using HRIS as an agreed by a significant 80% of the participants, while only 20% disagreed. From the table above, 75% of the participants agreed that using HRIS in the organization saves time, while 15% of the participants disagreed. The majority of the participants, 75% disagreed that HRIS are relatively cheap to implement, while 20% of the participants agreed. The majority of participants amounting to 90% agreed that using HRIS improves decision making in the organization, while 10% of the participants disagreed.

4.5 BARRIERS TO HRIS IMPLEMENTATION

Table 4.4: BARRIERS TO HRIS IMPLEMENTATION

BARRIERS	POPULATION	MEAN	Std Dev	Min	Max
Lack of support by management	20	4.2	.615587	3	5
Corruption	20	4.3	.7326951	3	5
Lack of expertise	20	4.25	.6386664	3	5
Lack of infrastructure	20	4.3	.6569467	3	5

Source: Field research (2023)

According to the table above, Lack of support by the management agent was discovered to be one of the biggest barriers faced with HRIS as supported by the majority of the participants (mean 4.2, std .615587) , while fewer participants disagreed. Corruption was also agreed upon as a barrier to effectiveness of HRIS as agreed by the majority of the participants (mean 4.3, std .7326951). Another barrier for HRIS is a lack of infrastructure, according to the table where the majority of the participants (mean 4.25, std .6386664) agreed. The table also proves that the majority of the participants (mean 4.3, std .6569467) agreed that the majority of participants agreed that lack of expertise is another barrier for effectiveness of HRIS.

4.6 WAYS TO IMPROVE THE EFFECTIVENESS OF HRIS

Table 4.5: WAYS TO IMPROVE THE EFFECTIVENESS OF HRIS

STRATEGY	POPULATION	MEAN	Std Dev	Min	Max
4.6.1 Management support	20	3.9	.9119095	2	5
4.6.2 Willingness	20	2.85	1.1821031	1	5
4.6.3 Training	20	4.05	.7591547	2	5

Source: Field research (2023)

The majority of the participants (mean 3.9, std.9119095) agreed that management support can improve the effectiveness of the HRIS, while only a few disagreed. A significant number of participants (mean 2.85, std 1.1821031) agreed that user willingness improves the effectiveness of HRIS in an organization, against fewer who disagreed. Training was the most appreciated method which improves the effectiveness of HRIS, as agreed by the majority of participants (mean 4.05, std .7591547) while fewer remained neutral.

4.7 DISCUSSION OF RESULTS

The most participants agreed that HRIS is being used to recruit and select employees in the organization. This means that the process of recruiting and selecting is automated. Negendra & Deshpande (2014) agreed that HRIS contributes greatly towards human resource planning, that is labor demand and supply analysis, analyzing the needs for training and the succession plan for HRIS. The organization appreciates the use of newspapers and website to recruit and select. This is highly advantageous as it proves to be cheap and convenient. The use of HRIS is recruitment and selection reduces the chances of corruption. Training and development is also another function of HRIS according to the results. Jahan (2014) pointed out that HRIS can help the management in training and development of employees to work better. The learning management system allows the management to track the development, skills and other qualifications of the employees to

present data showing the appraise areas needed for training and development. According to the results HRIS is also used in payroll systems. Manual payroll system in organizations that have many employees can be a challenge for the managers hence the use of HRIS can ease the process managing the finances of the organization satisfactorily, Bhuiyan et al (2015). Karikari et al (2015) acknowledged that the use of HRIS has a speeding effect towards the organization processes, which means it saves time. Decision making is also being done through the use of HRIS in the organization. Decision support systems are used to make decision within the organization and these improves the efficiency of the decision making process. HRIS is also in communication within the organization. The use of emails is applied in the organization for fast communication across different departments and to employees. HRIS improves the convenience in communication with employees and departments.

According to the study, HRIS improves communication within the organization. With the use of emails and websites, there ease of communication across the organization. Delivering information to various stakeholders is key role played by HRIS within an Organization, Arefin & Hosain (2019). With HRIS, management can easily communicate with several people in a short space of time, with the use of emails. Kajongwe et al (2020) acknowledged the use of HRIS for communication noting that it reduces dissemination of harmful information and also allows for well-prepared information to be sent out to various stakeholders. The majority of participants agreed that HRIS is cheap to use in the organization. For today's business owners, looking at a paperless HR software solution makes a lot of sense, claims Rietsema (2019). The needs of your employees are met by paperless HR software. Today's solutions are very effective and reasonably priced tools for the demands of most businesses thanks to advancements in technology and data security. Advertising job vacancies is one of the uses of HRIS in recruitment, which was supported by Piabuo (2017) who noted that the use of HRIS is cheaper when advertising job vacancies using electronic newspapers. The process of acquiring new employees can best be done efficiently using HRIS like the recruitment information system, Kelly (2014). While the stigma associated with paper applications may be challenging to overcome, observing and understanding the clear advantages of submitting an all-digital application may be motivating. HRIS systems can be integrated with resources that already are being used in the organization, like websites n emails. By sending emails it is cheaper than sending sms or using phone calls. According to Kelly (2003), a web-based human resources system can reduce administration costs by 40%. One of the main

commercial drivers is the need to reduce management within the HR department, which allows HR personnel to focus on more value-added activities. The participants agreed that HRIS improves decision making within the organization. With the use decision support systems, decisions are made easy and timely. As suggested by Kanthawong (2002) and Hendrickson (2003), cloud-based HRM software enhances HR activity familiarity and effectiveness, improves HR service delivery, and more strategically the role of HR function you can change it to something. The same idea was given by Teo, et al (2007). He is interrelated with the impact of HRIS in the organization when implementing HRIS, streamline work procedures in the personnel department, improve effectiveness of the personnel department, and decline. Mjomba & Oyago (2021) conducted a study on the influence of human resource information systems on organizational performance in Tanzania. The study discovered that HRIS enhances the competitiveness of the organization by improving the HR function and improving time efficiency on documentation and information dissemination.

The study discovered that there are some problems which face the implementation of HRIS in an organization as supported by the view that, here are several challenges for HR managers due to the high expense of converting from manual to automated HRM, insufficient staff training, a lack of technical understanding and infrastructure (Zafar, 2013). The study discovered that lack of support from management is a great challenge for the success of HRIS in the organization. Lack of management entails the lack of investment like infrastructure. Without infrastructure, there is no implementation of HRIS in the organization. Corruption is also discovered to be another challenge that limits the effectiveness of HRIS in the organization. Corruption in terms of nepotism in the recruitment and selection process limits the success of HRIS in the process. Finally the study discovered that lack of experts to oversee the implementation of HRIS in the organization provides a challenge for its success. HRIS requires experts who know how to use the system to its full potential such that it can be a success. Lack of proper training for HR professionals: Training is essential for all levels of employees to increase their knowledge and abilities in order to operate a system efficiently (Quaosar, 2018). Low user competence, knowledge, and experience: experience is crucial for technology adoption (Hashim, 2015).

The study discovered that there are some ways to enhancing the effectiveness of HRIS. The participants agreed that support from management is vital for the success of the HRIS in the

organization. The management needs to support the HRIS through financial investment and provision of the required training. Top management aid can make the link between the inventiveness of service innovation and the use of technology more straightforward (Hsu, Liu et al. 2019, and Ram-rez and López-Zapata, 2021). Most respondents agree that HRIS schemes and agendas entail dedicated and devoted leadership. Cloete (2012) assumes that it is essential that company's decision makers realize that HRIS is essential for development and is not fundamentally extravagant for ICT projects to be viable. If the top executives of the organization make this recognition, they can be successful HRIS projects. HRIS requires infrastructure for the implementation. User willingness is also believed to be important for HRIS success in the organization. The HR personnel have to be willing and appreciative of the HRIS in order for them to implement them properly. Finally the participants agreed that training is required for the successful implementation of HRIS in the organization. HRIS comes with demands in which the employees have to match in order to make it a success. The majority of respondents say that training is a key role for HR managers in HRIS implementation. Schultz (2017) indicated that training is important for firms to improve human resource development capability in response to Schmidt and Keil (2013), who suggested that the training of competent personnel and their talents are a crucial aspect of effective HRIS implementation. The organization needs to attract the necessary experience, technical skills, and other soft skills to employees, as implied by Hejazi (2013).

4.8 CONCLUSION

This was an analysis of the various response and perspectives of the participants to the study. The chapter provided an in-depth analysis of each issue that the study attempted to address in order to justify its goals, providing justification based on findings and replies from the employees. Supported by recent scholarship, discussion of the analysis's findings became replete with knowledge pertinent to the study's goal.

CHAPTER V

SUMMARY CONCLUSION AND RECOMENDATIONS

5.1 Introduction

The previous study looked into the data presentation and analysis as per the results of the field study. This chapter is set to give a summary of research findings, the conclusion and the recommendations.

5.2 Summary

The study assessed the relationship between human resource information systems and organizational performance. The study was limited to Ecocash holdings in Harare. The study had a response rate of 20 people out of 26 people accepting to take part in the research. The study discovered that HRIS are being utilized in the organization. The participants agreed that HRIS are being used in recruitment and selection, training and development, payroll administration, communication and decision making. At the same time, it was discovered that the uses of HRIS within the organization has benefits attached to them towards the performance of the organization. The use of HRIS improves the communication within the organization, decision making, increases time efficiency, it is cheap to use and improves the workforce capacity. The study also discovered that there are some challenges which limit the effectiveness of HRIS in the organization. These challenges include corruption, lack of expertise, lack of infrastructure and lack of support from management. Therefore in order to improve the effectiveness of HRIS in the organization, there is need for management support, user willingness and training and development of employees' HRIS skills.

5.3 Conclusion

The study established that HRIS is a strategy being used in the organization to improve its business functions. The use of HRIS is facilitated by the increase of globalization, where the companies are based on digital technology. Through the adoption of HRIS into the human resource functions, there is proper human resource management which improves the capacity of employees through training and development, ease or rewarding employees through payroll systems. It is only right that the organization adopt HRIS and utilize them to the benefit of the organization. It was proved that the use of HRIS is highly beneficial to the organization. It is believed that HRIS is improving the communication in the organization. The success of HRIS is being limited in the organization. The management are not supporting the HRIS as they should, to foster its success. Therefore there is need that management improves on that such that it can be effective. The main functions are measures for efficiency and cost analysis. The benefits administration module gives businesses a way to manage and monitor employee use of benefit packages. To determine whether more organizations have embraced HRIS, whether adoption is more widespread, or whether the HRIS is utilized for more strategic goals, a follow-up research might be conducted. The HR Department can evolve into a strategic business partner by integrating the HRIS with the rest of the company. This was justified by claiming that data could be easily stored, updated, classified, and analyzed, not to mention the role that HRIS plays in enhancing the organization's character. The computerization of functions through the application of HRIS led to faster decision-making in matters related to the development, planning, and administration of HR.

5.4 Recommendations

The study recommends that the organization sufficiently support the HRIS in the organization to ensure its effectiveness. There is need for continuous training and development of employees handling HRIS such that they can be used to their full potential.

The study recommends future studies to look into the process of adopting the HRIS and also look at ways to combat corruption which challenges the impact of HRIS in the organization

References

Aiello, J.R. and Kolb, K.J. (1995). Electronic Performance Monitoring and Social Context: Impact on Productivity and Stress. Journal of Applied Psychology, 80, 339-353.

Al-Dmour, R. H., and Al-Zu'bi, M.F. (2014). Factors Motivating and Inhibiting the Practice of HRIS in Business organizations: An Empirical Analysis. International Business Research. Vol. 7 No. 7.

Anthony, W. P., Kacmar, K. M., and Perrewe, P. L. (2002). Human Resource Management: A Strategic Approach. Fourth Edition. South-Western: Prentice

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17, 99-120

Beaman, K., Doran, A., Henson, R., Krebs, V. (2000). 21 Tomorrows: HR Systems in the Emerging Workplace of the 21st century. Austin: Rector Duncan & Associates, Inc. Beckers, A. M., and Bsat, M. Z. (2002). A DSS Classification Model for Research in Human Resource Information Systems. Information systems management. 41-50.

Beulen, E. (2009). The Contribution of a Global Service Provider's Human Resource Information System (HRIS) to Staff Retention in Emerging Markets: Comparison Issues and Implications in Six Developing Countries. Information, technology and people, Vol. 22 No. 3, pp. 270-288.

Boateng, A. (2007). The Role of Human Resource Information Systems (HRIS) in Strategic Human Resource Management (Master's thesis). Bordreau, M.C.and Robey, D. (2005). Enacting Integrated Information Technology: A Human Agency Perspective, Organization Science, Vol. 16 No. 1, pp3-18.

Burgess, T. F., Ong, T. S., and Shaw, N. E. (2007). Traditional or Contemporary? The Prevalence of Performance Measurement System Types. International Journal of Productivity and Performance Management, 56(7), 583-602.

Bussler, L., and Davis, E. (2012). Information Systems: The Quiet Revolution in Human Resource Management. Journal of Computer Information Systems, 2(42), 17-20.

- Byars, L.L and Rue, L.W. (2004). Human Resource Management. Indiana University:
- Cappelli, P. (1999). The new deal at work: Managing the market driven workforce. Boston, MA: Harvard Business School Press Cedar.
- Cappelli, P. (2008). Talent management for the twenty-first century. Harvard Business Review March (pp. 74–81).
- CedarCrestone, Inc. Charu, C. A. (2015). Data Mining: The Textbook. New York: Springer International Publishing.
- Chauhan, A., Sharma, S.K., and Tyagi, T. (2011). Role of HRIS in Improving Modern HR Operations. Review of Management, 58- 70.
- Cooper, R. B., and Zmud, R. W. (1990). Information Technology Implementation Research: A Technology Diffusion Approach. Management Science, 36(2), 123-139.
- Cuthbert son, R., and Piotrowicz, W. (2011). Performance Measurement Systems in Supply Chains. A framework for Contextual Analysis. International Journal of Productivity and Performance Management, 60(6), 583-602.
- Delorme, M. and Arcand, M. (2010). HRIS Implementation and Deployment: A Conceptual Framework of the New Roles, Responsibilities and Competences for HR Professionals. International Journal of Business Information Systems, 5, 148-161.
- DeScantis, G. (1986). Human Resource Information System: A current Assessment. MIS Quarterly, 10, 15–27.
- Dewi, Irra Chrisyanti. (2014). Sistem Informasi Sumber Daya Manusia (Cetakan Pertama). Jakarta: Prestasi Pustakaraya.
- Dulebohn, J. H., and Johnson, R. D. (2013). Human Resource Metrics and Decision Support: A classification Framework. Human Resource Management Review, 23(1), 71-83. 05
- Ein-Dor, Philip and Carl, R. J. (1985). Information Systems Management: Analytical Tools and Techniques. University of California: Elsevier Science & Technology Books.

Fahmi, Irham. (2015). Managemen Kinerja Teori dan Aplikasi. Alfabeta, 4 Hasibuan, Drs. H. Malayu S.P. (2012). Manajemen Sumber Daya Manusia (Cetakan keenam belas).

Gardner, S. D., Lepak, D. P., and Bartol, K. M. (2003). Virtual HR: Impact of Information Technology on the Human Resource Professional. Journal of Vocational Behavior, 63(2), 159-179.

Gomez-Mejia, L., Berrone, P., and Santos, M. F. (2010). Compensation and Organizational Performance: Theory, Research, and Practice. New York: M.E Sharpe Inc.

Hagood, W. O., and Friedman, L. (2002). Using the Balanced Scorecard to Measure the Performance of Your HR Information System. Personnel Management, 31(4), 543- 557.

Hall. Ball, K.S. (2011). The Use of Human Resource Information Systems: a Survey. Personnel Review, 30(6), 677-693. <http://dx.doi.org/10.1108/EUM0000000005979>

Hayton, J. (2006). Human Capital Management Practices and Performance in Small and Medium Sized Enterprises: A Conceptual Framework. In J. Tansky, and R. Heneman, Human Resource Strategies for the Hight Growth Entrepreneurial Firm. (pp. 51-68). Greenwich CT: Information Age Press.

Hellen, L. (1983). A survey of Human Resource Information Systems of Major Companies. Human Resource Planning. Vol. 5, pp 83 -90.

Hendrickson, A. R. (2003), “Human Resource Information Systems: Backbone Technology of Contemporary Human Resources”, Journal of Labor Research, Vol. 24 No. 3, pp 381–394

Holt, Reinhart and Winston. Kim, S., and Wright, P. (2010). Putting Strategic Human resource Management in context: A contextualized Model of High Commitment Work Systems and its Implications. Management and Organization Review, 7(1), 153-174.

Jakarta: PT. Bumu Aksara. Hosnavi, R., & Ramezan, M. (2010). Measuring the effectiveness of Human Resource Information System in National Iranian Oil Company. Education, Business and Society, 3(1), 28-39. Doi: 10.1108/17537981011022797.

Kavanagh, M. J., and Johnson, R. D. (2011). Human Resource Information Systems: Basics Applications, and Future Directions (2nd Ed.). Thousand Oaks, CA: Sage Publications.

Kavanagh, M. J., Gueutal, H., and Tannenbaum, S. (2008). Human Resource Information Systems: Development and Application. Boston: PWS Kent Publishing Company.

Kavanagh, M. J., Johnson, R. D., and Thite, M. (2015). Human Resource Information Systems: Basics Applications, and Future Directions (3rd Ed.). Thousand Oaks, CA: Sage Publications.

Kerlinger, Fred N., (1973). Foundations of Behavioral Research (2nd ed.). New York:

Khashman, I. M., & Khashman, A. M. (2016). The Impact of Human Resource Information System (HRIS) Applications on Organizational Performance (Efficiency and Effectiveness) in Jordanian Private Hospitals. Journal of Management Research, 8(3), 31. doi:10.5296/jmr.v8i3.9419

Kolb, K. J., and Aiello, J. R. (2007). Computer-Based Performance Monitoring and Productivity in Multiple Task Environments. Journal of Business and Psychology, 12, 189-204.

Kothari, C.R. (2004). Research Methodology. Methods and Techniques. New Delhi: New Age International Limited, Publishers.

Kovach, K., and Cathcart, C. (1999). Human Resource Information Systems: Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage. Public Personnel Management, 28(2), 275-282.

Krishnan, S., and Singh, M. (2006). Issues and Concerns in the Implementation and Maintenance of HRIS. Issues and Concerns in the Implementation. Indian Institute of Management Ahmedabad-380015. Research and Publication Department in Its Series IIMA Working Papers with Number WP2006-07-01

Kumar, S. (2003). Managing human capital supply chain in the Internet era. Industrial Management & Data Systems, 103(4), 227-237.

Kundu S.C., and Kadian, Rajesh. (2012). Applications of HRIS in Human Resource Management in India: A Study. European Journal of Business and Management, 4(21), 34-41.

Lederer, A.L. (1984). "Planning and developing a human resource information system", The Personnel Administrator, 29 (8), 27-39.

Lepak, D., Liao, H., Chung, Y., and Harden, E. (2006). A Conceptual Review of Human Resource Management Systems in Strategic Human Resource Management Research. (G. Ferris, Ed.) 217-271. 61

Liang, T. P., You, J. J., and Liu, C. C. (2010). Resource-Based Perspective on Information Technology And Firm Performance: A Meta-Analysis. Industrial Management and Data Systems, 110(8), 1138-1158.

Martinsons M.G., (1994). Benchmarking Human Resource Information Systems in Canada and Hong Kong, Information & Management 26, 1994, 305–316.

McGraw Hill. Cappelli, P. (2009). Talent on demand. Boston, MA: Harvard Business School Press.

Mugenda, O., and Mugenda, A. (2003). Research Methods Quantitative and Qualitative Approaches. Nairobi: Nairobi Acts Press.

Mujtaba, B. G., Afza, T., and Habib, N. (2011). Leadership Tendencies of Pakistanis: Exploring Similarities and Differences based on Age and Gender. Journal of Economics and Behavioral Studies, 2(5), 199-212.

Muthen, L. K., and Muthen, B. O. (2007). MPlus users Guide. Los Angeles. Nicholas, M. and

Nishii, L., and Wight, P. (2008). Variability at Multiple Levels of Analysis: Implications for Strategic human Resource Management. In D. Smith, *The People Make the Place* (pp. 225-248). New Jersey:

Quaosar, G. M. A. A., & Rahman, Md. S. (2021). Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and Prospects. Journal of Human Resource and Sustainability Studies, 9, 470-483.

Rivai, V. (2009). Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktik. Jakarta: RajaGrafindo Persada

Sadiq, U., Khan, A. F., Ikhlq, K., & Mujtaba, B. G. (2012). The Impact of Information Systems on the Performance of Human Resources Department. Journal of Business Studies Quarterly, 3, 2152-1034, 77-91. Retrieved February 19, 2019.

Sujarweni, W. (2015). Metodologi Penelitian Bisnis & Ekonomi (Cetakan pertama). Yogyakarta: Pustaka Baru Press. Sudarmanto. (2015). Kinerja dan Pengembangan Kompetensi SDM: Teori, Dimensi, Pengukuran, dan implementasi dalam Organisasi. Yogyakarta: Pustaka Pelajar.

Troshani, I., Jerram, C., & Rao, S. (2011). Exploring the public sector adoption of HRIS. Industrial Management and Data Systems, 111(3), 470-488

APPENDICES

Appendix: Questionnaire

You are kindly requested to complete the attached questionnaire. Please, note that all the information given shall be purely used for academic purposes and shall be treated as confidential. Thank you for taking your time to complete the questionnaire and for your cooperation.

Part A: Demographic information

1. Gender

Male Female

2. Duration with the organization

0-5 years 6-10 years 11-15 years

3. Kindly state the category of your age

21 – 25 Years 26– 30 Years
31- 35 Years 36 Years and above

4. Level of education

Diploma Degree Post grad

SECTION B

1. USES OF INFORMATION SYSTEMS IN HUMAN REOURCE MANAGEMENT

USES	S.AGREE	AGREE	NEUTRAL	DISAGREE	S.DISAGREE
5.4.1 Recruitment and Selection					
5.4.2 Training and Development					
5.4.3 Payroll Administration					
5.5 Communication					
Decision making					

Appendix 2

2. BENEFITS OF USING HRIS ON ORGANIZATIONAL PERFORMANCE

BENEFITS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Easy communication					
Improve workforce capacity					
Improve effectiveness					
Less time consuming					
Relatively cheap to use					

Easy decision making					
----------------------	--	--	--	--	--

Appendix 3

3. BARRIERS TO HRIS IMPLEMENTATION

BARRIERS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Lack of support by management					
Corruption					
Lack of expertise					
Lack of infrastructure					

Appendix 4

4. WAYS TO IMPROVE THE EFFECTIVENESS OF HRIS

STRATEGY	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.5.1 Management support					
5.5.2 Willingness					
5.5.3 Training					

Appendix 5

Thank you for your time and God bless you.

