

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**



**AN EVALUATION OF HUMAN RESOURCE INFORMATION SYSTEMS IN IMPROVING RECRUITMENT AND SELECTION STRATEGIES. A CASE OF SALLY MUGABE CENTRAL HOSPITAL.**

**SUBMITTED**

**BY**

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**A DISSERTATION SUBMITTED TO BINDURA UNIVERSITY OF SCIENCE EDUCATION IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF BACHELORS OF COMMERCE (HONORS) DEGREE IN HUMAN CAPITAL MANAGEMENT.**

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## **DEDICATION**

I dedicate this project to my sister who has been my inspiration from day one and my parents who supported me and my journey till the end. Their extraordinary support and care made me who I am today for encouraging me to complete this project. May the dear Lord keep on blessing them for me.

## **ACKNOWLEDGEMENTS**

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## **ABSTRACT**

The research study sought to give an evaluation on the effectiveness of human resource information systems in improving the recruitment and selection strategies at SMCH. The research aimed at identifying the recruitment and selection strategies, challenges that are associated with these recruitment and selection strategies at SMCH and provide possible solutions that will help in improving and mitigate the identified challenges. The research targeted 25 employees within the organization and 15, consisting of the managerial and the non-managerial employees were selected as a sample that represents the organization.

The researcher employed the use of open-ended questionnaires and in-depth interviews in gathering data from the selected sample. Data was therefore presented using the aid of tables and narrative expressions. Thematic data analysis method was employed in analyzing the presented data. The research indicated that there is positive link that can be drawn by employing HRIS in recruitment and selection strategies which is first step that lead to organizational effectiveness and quality service provision.

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## **ABBREVIATIONS**

SMCH: Sally Mugabe Central Hospital

HRIS: Human Resource Information Systems

DSS: Decision Support System

ICT: Information Communication Technology

RIS: Recruitment Information System

HR: Human Resources

## **CHAPTER ONE**

### **INTRODUCTION TO THE STUDY**

#### **1.1 INTRODUCTION**

This chapter will serve as an introduction to the study in question, outlining its history, its problem statement, and its goals and questions. The study will articulate the objectives and significance of the investigation, as well as its limitations and delimitations. The chapter will conclude with a glossary of key words and an explanation of how the study was organized.

#### **1.2 BACKGROUND OF THE STUDY**

Early HR applications (dating back to the 1970s) relied on mainframe computers made by International Business Machines for their 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). The user interface, application processing, and data storage for this architecture, also known as a single tier computing system, were all located on the mainframe. During the 1980s simple basic computers were enough to the typical HR functions like recruiting and basic employee benefits, as asserted by Kovach and Highes (2010).

According to Lai (2017), recruitment processes have been there since the beginning of the very concept of an organization. Indeed, Kelly (2014) holds that the period 1950s to the 1980s saw the newspapers becoming the commonest means of recruitment, attracting over 75% of the candidates. The recruitment consultants of the 1980s used a telephone to contact the applicants and later conducted face- to- face interviews, which sometimes occurred at the bar (Kelly, 2014). The early 90s saw the birth of the “world wide web” (www) which has majorly altered the sources of recruitment (Bernik, 2007). According to Kelly (2014), later in the mid-1990s, the first websites for jobs were established and since then, recruitment turned into online process

whereby recruiters changed their ways and started recruiting online. Kelly (2014) further noted that online recruitment; the recruiting organizations have to post jobs online on top of advertising in print magazines or newspapers. In this case, the applicants usually communicate through emails which were followed by a telephone call (Benbasat and Barki, 2007).

In the 2000s, there was a drastic change in the recruitment methods, with an increase in job aspirants who used internet from 6% to 46% in 2003 (Kettley, 2003). According to Bernik (2007), the concept of Human Resource Information Systems evolved from the employee record keeping, which was computerized in 1960s, into more intricate reporting and decision systems in the recent years. Asma and Maslin (2015) add that lately, managers and employees are taking on tasks that were previously thought to be the purview of administrative and human resource personnel. Eventually, given the power and accessibility to information for making decisions, organizations can quickly make responses to modern changes. The recent improvements in ICT have simplified generation of information in real-time, self-service and interactive work environment (Lai, 2017).

In Africa, the most recent trend in the recruitment process is e-recruitment which has gradually developed since its commencement and this resulted from the competitive globalized age (Asma and Maslin, 2015). The influence of internet led to revolutionizing of the traditional recruitment methods, whereby organizations use e-recruitment processes for advertising jobs, receiving applications, interviewing candidates and managing correspondences with applicants through e-mails (Kaur, 2015). According to Bernik (2007), the concept of Human Resource Information Systems evolved from the employee record keeping, which was computerized in 1960s, into more intricate reporting and decision systems in the recent years. In the same breath, Asma and Maslin (2015) add of late, managers and employees are assuming activities once considered the domain of human resource professionals and administrative personnel. Eventually, given the power and accessibility to information for making decisions, organizations can quickly make responses to modern changes. The recent improvements in ICT have simplified generation of information in real-time, self-service and interactive work environment (Lai, 2017).

In Uganda, currently the use of ICT in human resource management majorly determines the performance the public institutions (Mafabi, 2017). He further argues that the previously used

paper-based system of hiring in government was revised and transformed into an automated system facilitated by technological advancement. In Ministry Of health for instance, a paper-based recruitment system was used by Health Service Commission (HSC) until the 5th October 2017 when e-recruitment system was launched and utilized (M0H, 2016). According to Mafabi, (2017) the innovations in ICT have called for reforming of recruitment processes in order to enhance efficacy, usefulness and receptiveness to what the clients need.

Harare Central Hospital is also referred to as Gomo hospital and is situated in Southerton, Harare. The organization is a health service provider that is positioned under the Ministry of Health and Child Care. The clinical staff (health professionals) includes nurses, doctors, and student nurses, as well as management and non-clinical staff such as general hands and other departments such as HR, Accounting, Public Relations, Public Works, and the catering department. These employees collaborate to achieve the organization's goals and vision, which is to provide quality health care to the community.

According to Nyagadza et al (2022), another advantage of using HRIS is that of reducing the likelihood of discrimination and nepotism in recruitment and selection strategies. According to his findings, he noted that workplace diversity, equality, and inclusivity in the Zimbabwean labour market, women are over-represented in informal employment. These also demonstrate the importance of incorporating HRIS into recruitment strategies in order to succeed and outperform. Nyagadza et al. (2022) raise the issue of women's misrepresentation in the workplace in contemporary society.

### **1.3 STATEMENT OF THE PROBLEM**

Recruitment at Sally Mugabe has been crippled by corruption, in particular with nepotism. According to the annual report of 2021, there was a customer complaint about the services that were being provided by the hospital in departments like maternity and clinical and also the fact that the nurses were using the cleaner to approach patients about the discharged saying they would reduce their bills. Thus the study is aimed at evaluating the role of human resource information systems in improving the recruitment strategies of the Sally Mugabe hospital, in order for the institution to get the best well trained and competent employees that can reject the lucrative offer being offered by the western countries which is luring experienced staff members

away. The goal of using information systems is to speed up the recruiting process and limiting the possibility of corruption in the name of bribes and nepotism.

#### **1.4 RESEARCH OBJECTIVES**

- To assess the recruitment and selection strategies at Sally Mugabe Central Hospital.
- To assess the impact of HRIS on recruitment and selection strategies at Sally Mugabe Central Hospital.
- To determine the factors influencing successful implementation of HRIS on recruitment and selection strategies challenges at Sally Mugabe Central Hospital.
- To proffer possible solutions to improved HRIS for effective recruitment and selection challenges at Sally Mugabe Central Hospital.

#### **1.5 RESEARCH QUESTIONS**

- What are the recruitment and selection strategies used at Sally Mugabe Central Hospital?
- What is the impact of HRIS on recruitment and selection strategies at Sally Mugabe Central Hospital?
- What are the factors influencing successful implementation of HRIS on recruitment and selection strategies challenges at Sally Mugabe Central Hospital?
- What the possible solutions to improved HRIS for effective recruitment and selection .challenges at Sally Mugabe Central Hospital?

#### **1.6 STATEMENT OF HYPOTHESIS**

The study is based on the hypothesis that follows:

H1: There is relationship between HRIS and recruitment and selection functions.

## **1.7 JUSTIFICATION OF THE STUDY**

The justification will stretch to a number of parties below.

### **1.7.1 Human resource practitioners**

The study will help human resource management practitioners through giving them insight over the use and benefits of HRIS.

### **1.7.2 Sally Mugabe hospital**

The research will help the hospital human resource department review their policies and strategies such that they can improve where there is need for improvement.

### **1.7.3 The university**

The research will enlighten the university with the benefits and disadvantages of the HRIS on the issue of recruitment and selection.

## **1.8 DELIMITATIONS OF THE STUDY**

This research will only focus on Sally Mugabe Hospital in Harare and its employees. The study will apply the technological acceptance model (TAM) which was proposed by Davis and co in 1989. The study will be limited to the concept of human resource management information systems used in recruitment and selection.

## **1.8 LIMITATIONS OF THE STUDY**

Some participants might be afraid to share details that the researcher would find useful because they worry about being victimized. However, it will be made very clear that the data is solely being used for educational purposes. The target audience will receive questionnaires, however they might not provide enough information due to secrecy because they don't want to reveal their organization. However, they will be informed that the information will be regarded as confidential information. The researcher may have restricted time because she is a full-time



student, but she will make accommodations because she has to perform the best research possible.

## **1.9 ASSUMPTIONS OF THE STUDY**

- The organization under study is utilizing standard HRIS in recruitment and selection
- The participants will answer the questions truthfully
- The study results can be generalized to serve different industries and personnel

## **1.10 DEFINITION OF KEY TERMS**

**HRIS** – Human resource information system refers to the systematic or computerized system that is used to help out with the human resource management practices so as enhance efficiency and effectiveness (Hosia, 2020).

**Recruitment** - As explained by Opatha (2010) recruitment is the process of finding and attracting the most suitable qualified people so that they can apply for job vacancies in the organization. It is seen as a set of activities that an organization uses to attract job candidates who have the needed abilities and attitudes.

**Selection** – According to Ekwoaba et al (2015), selection is a process that involves using one or more methods to evaluate the suitability of job applicants and make the correct or desirable selection decision. This process can also be seen as a process of rejection as it involves rejecting a number of applicants and selecting only a few to fill the vacancy.

## **1.11 RESEARCH ORGANIZATION**

Chapter one introduces the study in question, noting down the background of the study, statement of the problem, research questions and objectives and the aim and significance of the study.

Chapter two presents the literature review of the study, looking at the theoretical and conceptual frameworks and the empirical study.

Chapter three looks into the research methodology, where it looks at the research design and philosophy, population and sampling, research instrument, data presentation and analysis and the ethical considerations.

Chapter four presents the data presentation and analysis from the field study, guided by chapter three.

Chapter five provides for the summary, conclusion and recommendations of the study.

## **1.12 CHAPTER SUMMARY**

The chapter established the background of the study and the statement of the problem pertaining to the study in question. The chapter also established research questions and objectives and the research limitations to the study. The next chapter looks into the reviewing the literature for the study at hand.

## 2 CHAPTER TWO

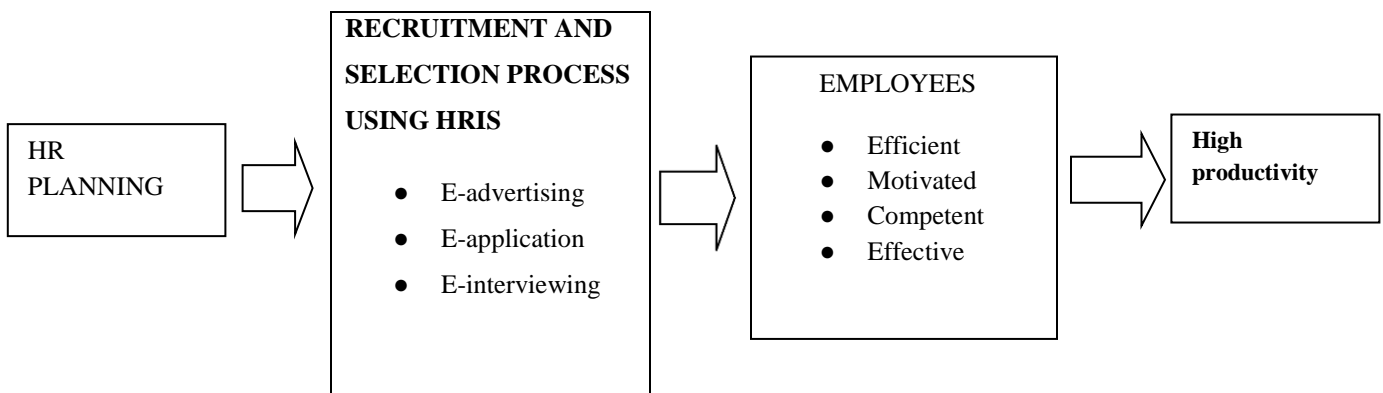
### REVIEW OF RELATED LITERATURE

#### 2.0 INTRODUCTION

This chapter is set to review the related literature of the study in question. The chapter will elaborate the conceptual framework with regards to the established research objectives of the study. The chapter also looks into the theoretical framework applying to the study in question and also establishing an empirical review to point out the research gap.

#### 2.1 CONCEPTUAL FRAMEWORK

##### HRIS AND RECRUITMENT AND SELECTION FOR ORGANISATIONAL PERFORMANCE



Source: primary study 2023

## **2.2 HRIS USES IN RECRUITMENT AND SELECTION**

### **2.2.1 Human resource planning**

Human Resource Information systems also aid in the planning of human resources. According to Gautam and Poudyal (2018), the notion that human resource planning can be a key factor in organizational competitiveness accepts the resource-based paradigm. The planning procedure verifies that the anticipated workforce matches the amount of work. According to Gautam and Poudyal (2018), the core responsibilities of human resource planning include controlling the demand for workers and the supply of workers that are currently on the market and maintaining a balance between predictions of both the supply and demand of workers.

### **2.2.2 E-advertising**

Olubayo et al. (2015) suggest that the world today is influenced by advancements in ICT, which have a significant impact on the global operations of corporate organizations. Aypay et al. (2012) claim that the official sources of recruiting begin with identifying suitable candidates, attracting them to apply for the position, receiving resumes, screening and sorting them, and then contacting the candidates. The researcher agrees with the authors but finds Aypay et al.'s thesis speculative as they did not clarify how HRIS is used in different phases of the hiring process.

### **2.2.3 E-application and recruitment process**

Asma and Maslin (2015) suggest that the successful management of human resources is a crucial factor in an organization's performance, which is achieved through the identification and attraction of qualified individuals produced by the selection and placement process. Parry (2011) argues that e-applications may encourage unqualified individuals to apply and may result in prejudice towards those who cannot use the internet. He suggests that organizations should use a combination of different recruitment strategies instead of solely relying on electronic applications. Parry (2011) also notes that sending resumes through email and websites can speed up the process of sorting them and responding to applicants.

#### **2.2.4 Online interviews**

ICTs are becoming increasingly important in the hiring process and other aspects of human resource management. According to Bertrand and Bouchard (2013), online interviews can convert formerly paper-based interview tools into web-based ones. Effective recruitment strategies are crucial for better organizational outcomes, especially when human resources enter any business, as suggested by Karia et al. (2016). Kelly (2014) agrees with the authors that the goal of recruiting is to identify and hire qualified individuals. In light of Kelly's (2014) suggestion, the adoption of ICT in the recruitment procedures of the Ministry of Health may facilitate and expedite strategic human resource management.

### **2.3 THE IMPACT OF HRIS ON RECRUITMENT AND SELECTION STRATEGIES**

#### **2.3.1 Cost effectiveness**

One of the benefits of using HRIS in recruitment and selection is that it minimizes costs for the organization. Velikorossov et al (2020) noted that cost effectiveness is one of the benefits of utilizing HRIS in recruitment and selection. Online advertisements are being used to recruit prospective candidates in modern business world. Piabuo (2017) acknowledged that advertising online minimizes the cost of recruiting through other means like newspapers. Kelly (2014) is of the view that the objective of using online advertisement is to attract qualified candidates with the intention of reducing the money spent on the recruitment process, in comparison to traditional ways of recruiting. Arefin and Hosain, (2019) suggest that the uses of Recruitment Information System (RIS) as an application software used by the organization to manage efficiently and effectively the process of acquiring new employees to the organization through vacancy advertisement, selection, interview and potential candidate tracking.

#### **2.3.2 Reduces corruption**

The use of HRIS on recruiting and selecting prospective candidates reduces the chances of corruption to take place. Nyagadza et al (2022) noted that employing HRIS for the recruitment and selection of an organization reduces the chances of discrimination and nepotism. Poor countries are not in short of scandals when it comes to recruitment and selection as people are

forced to try and benefit their family members or benefit from the process financially. HRIS gives equal opportunities to anyone who sees the opportunity and also management are able to track the process and make sure that it is being done the proper way with the objective of the organization in mind. Samuel (2014) holds that each interview assessment is focused on specific skills relevant for the job whereby all candidates applying for a particular job are assessed using similar questions which eventually ensures fairness and objective analysis. Johnson and Gueutal (2012) stated that the HRIS provides access to information that can improve the transparency of the process of HR, helping to better understand the role of HR in the organization, and has control over the information that may increase the sense of fairness and job satisfaction.

### **2.3.3 Time efficiency**

Hasan (2018) claims that a decision support system is a part of HRIS that analyzes data in order to present it in a way that makes it simple and quick to make better judgments and address organizational issues. HRIS is a platform that aids management in providing and making informed decisions, as recruitment and selection tactics necessitate superior decision-making abilities. Therefore HRIS is of the benefit to recruitment strategies and the HR functions was computerized into HRIS, faster decision making was carried out on the development, planning and administration of HR because data became much easier to store, update, classify and analyze, (Sebasti&Ugarte, 2010). The relationship between the selection function and a HRIS is seen more favorably. This is due to the fact that resumes sent through the internet or email can be scanned for keywords relating to specific knowledge, skills and competencies thus reducing the need to manually carry out this task (Shani&Tesone, 2010). Karikari and Ocansey (2015) found that HRIS can save time and efficiency by merging the HRIS application with the website, the organizations can do online recruitment, so that the speed of time can run efficiently and the job activities can be faster.

### **2.3.4 Better decision making**

The utilization of HRIS in recruiting and selecting in an organization allows for better decision making by the management. Silva & Lima (2018) appreciated HRIS as a management system that is set to provide required information for the managers' to enhance the human resource

decisions. Hasan (2018) noted that decision support system (DSS) is a component of HRIS that is utilized to analyze information in a systematic way in order to make decisions conveniently. Thus HRIS makes it easy for managers to compare the formation provided by the prospective candidates and make a formed decision based on observation. The need for recruiting rise forms the need to fill up a gap within the organization, which is discovered through assessment and analysis. HRIS allows for the management to analyze their current employees, analyzing their capabilities and identifying any candidate who can best suit the position that would have risen, Anwar (2017).

### **2.3.5 Attracts many candidates**

The ability to attract many potential candidates is another benefit of using HRIS in recruitment and selection. The fact that we live in a digital era were more people are able to access information through the internet means that more people can be reached. Freeman (2010) noted that online advertising of job vacancies allows information to be shared across a wider geographical area and even crossing international borders. The use of HRIS in recruitment strategies can lead to geographical bridging, which means that organizations can attract participants or candidates from anywhere across the globe, thereby increasing the quality of production and services. This is because HRIS can streamline the recruitment process, automate tasks associated with recruiting, and provide valuable insights into the recruitment process, such as which job postings are performing best and which candidates are more likely to be successful in a certain role. HRIS can also help ensure that a company's recruitment efforts are compliant with applicable laws and regulations related to data privacy and equal employment opportunity

## **2.4 THE FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF HRIS ON RECRUITMENT AND SELECTION**

Alam et al. (2016) explored the elements that influence the decisions of management for the adoption of HRIS. The outcome of the study observed five major factors, which are a support of top management, infrastructure, perceived cost, staff capabilities, and pressure of competition.

### **2.4.1 Competition**

Organizations are forced to become innovative in a bid to surpass their rivals within the same market. As a result the adoption of HRIS becomes a realistic intention as it gives organizations the ability to attract some of the best talents within the labour market. Jayadeva, et. al. (2021) main purpose of implementing of Human Resource Information System in a company is to accomplish the competitive benefit in the market, making opponents stay away from the margin. According to Hani (2013), organizations are being forced to adopt HRIS as a result of pressure from competition which requires them to tests various pools of success in order for their businesses to stay afloat.

### **2.4.2 Training**

The HR managers require adequate training if the HRIS is to be successful and satisfy its intended role. Managers should be trained to use the HRIS properly and be able to present job specifications properly in order to attract the right caliber of candidates. Managers should be able to use the HRIS with ferity and precision to avoid mistakes. All these have to come from proper training of managers to use these systems to the satisfaction of the organizational objective. Every company must focus on establishing qualified and specialized team of Information Technology an organization must get prepare automatic performance indicators that would enable them the interaction with the Human Resource Information System in the logical and essential way as the beginning point for the successful acceptance of Human Resource Information System by the competency of employees (Khan, et al 2015).

### **2.4.3 Management support**

Management support is vital to the usefulness of HRIS in recruitment and selection. The management determines the objectives of organization and it is up to the human resources department to find suitable candidates matching the required specifications. Where management do not support, the system is bound to fail as they can easily override its role in the organization. Badhurudheen (2018) concluded that internal environment elements like skills of social technology of CEO, upper grade manager's support, centralism, and the experience of Human Resource Information Systems makes a positive influence .



#### **2.4.4 Clear policies and objectives**

Properly set objectives also enhances the successful implementation HRIS on recruitment and selection process. When objectives are set in accordance with the required specifications, it is easy to lay out an advert of a job vacancy and also it is for managers to make decisions. Objectives have to be standard and clear such that they can easily communicate with the required candidates and also the recruitment team. Gamage (2014) the selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases.

#### **2.4.5 Organizational size**

The size of the organization is vital in terms of implementation of the HRIS. Thus it determines the type of the systems to be used and to which extent the organization can use the system. Andaregie & Astatkie, (2021) suggests that it is an important factor in technology adoption and organizations' eagerness to adopt technology is positively associated organizational size. Additionally, the organizational size of the organization makes a direct effect in the acceptance of Human Resource Information Systems (Taylor & Francis, 2017).

### **2.5 THE CHALLENGES IN IMPLEMENTING HRIS IN RECRUITMENT AND SELECTION**

#### **2.5.1 Social influences**

Social influences pose a great challenge for the implementation of HRIS in recruitment and selection in organizations. The behavior of management and hr practitioners towards the implementation determines its success. Once the one in charge is ignorant to the details of the HRIS during its implementation, there are high chances of its failure. Rahman, Qi & Jinnah (2016) found that social influence leaves a direct and indirect impact on the adoption of "Human Resource Information systems."

### **2.5.2 Related costs of implementation**

The issue of related costs is a barrier to the adoption and implementation of HRIS in organizations, particularly the small organizations. One of the main business objectives is to minimize costs, hence anything that is perceived to be costly to the organization influences reluctance. The management may be reluctant to invest into the HRIS basing on the fact that it could be done manually and save costs. Kanake & Onyengo (2016) pointed out that it is with great concern that the related cost of executing human resource information systems maybe a barrier to its implementation.

### **2.5.3 User acceptance**

The degree of acceptance by the users of the HRIS, in this case the Hr management determines the extent to which the system is successful. Chapman & Webster (2013) noted that the successful implementation of HRIS by the supervisors, managers and workers is dependent on the acceptance of the new trend in this case the use of HRIS instead of traditional ways of doing things. Users may be against change if it is a new trend that they are not used to. Jayadeva et al (2021) found that the implementation of a new HRIS system has received negative feedback from workers who struggled with the transition from manual to automated systems due to various challenges and issues they faced in using the HRIS. Additionally, the size of an organization has a direct effect on the acceptance of HRIS, as observed by Taylor & Francis (2017). In other words, the implementation of a new HRIS system may face negative feedback from workers who struggle with the transition from manual to automated systems, and the size of an organization plays a significant role in the acceptance of HRIS.

### **2.5.4 Lack of resources**

Aldmour et al. (2013) found that resources are a major influence on the acceptance of HRIS in recruitment and selection in an organization. The availability of necessary resources, both hardware and software, is crucial for effective HRIS implementation. The willingness of an organization to adopt technology is positively associated with the availability of resources and the capability of effective execution of HRIS. Competency, which refers to the skills, knowledge, and capabilities relevant to the implementation of HRIS, is also an important factor in the

successful implementation of HRIS. In other words, the availability of necessary resources, the willingness of an organization to adopt technology, and competency are crucial factors in the successful implementation of HRIS in recruitment and selection.

## **2.6 THE SOLUTIONS TO IMPROVE HRIS FOR EFFECTIVE RECRUITMENT AND SELECTION**

In order for the implementation of HRIS to be successful, there is need for training and development to the users. The management should be trained on how to use the system effectively and efficiently such that it can be a success. Pilot testing can be done to ascertain the capability of the users to implement the HRIS up to the required standards. According to Quaosar and Rahman (2021), employees working with HRIS should have multidisciplinary skills with knowledge of both IS and HR functions. However, in Bangladesh, employees lack sufficient knowledge and skills in this area. Despite this, they are intrinsically eager to learn more. In other words, employees working with HRIS should have multidisciplinary skills with knowledge of both IS and HR functions, but in Bangladesh, employees lack sufficient knowledge and skills in this area, although they are eager to learn more, Quaosar, Md. Siddikur Rahman (2021).

Integrating the HRIS in recruitment and selection can improve its ability to be successful. Every system has short comings; hence integrating it with other system can also help to reach the overall objective. Due to the high CV burden, the diversity in application quality, the lack of a customized response to applicants, and the need to maintain candidate privacy, the e-recruitment technique of hiring has drawbacks (Holm, 2010). According to Parry (2011), e-applications encourage many people who do not qualify to apply and may result in prejudice towards people who can't use the internet. He continues by saying that organizations require a combination of different recruitment strategies rather to solely relying on electronic applications. According to Mansell (2008), organization's effective usage and adoption of HRIS is a component of a collaborative, inclusive, and dynamic capacity building.

## **2.7 THEORETICAL FRAMEWORK**

The research adopted the resource based view (RBV) for the theoretical framework for the study in question. Hurrell & Scholarios (2013) appreciated the resource based view as one of the prominent theories in Human Resources management. The theory is based on the view that the performance of an organization is dependent on the performance of its resources, and the ability of the organization to utilize its resources so as to satisfy its objectives. The RBV as discovered by Barney (1991) suggests that an organization can sustain its competitiveness given they inhibit a pool of human resources cannot be imitated or substituted by rivals. Boxall (1996) appreciated the RBV adding that it is within the concern of the theory to identify the effects of various recruitment strategies and associated practices on employees and organizational performance. This was further supported by Malik et al (2020) who noted that the RBV explained that organizations may be seen as a system comprising of human resource, physical and non-physical resources that cannot be imitated but yet valuable. Such resources are the backbone of maintaining a competitive advantage and also sustaining the highest level of performance of an organization. The RBV is concerned with the performance of the resources that are attached to the company. Hence this shows the relationship that is there between the theory and the concept of HRIS, being used in recruitment and selection. HRIS can help the organization to attract and recruit the best prospects from the labour market in order to satisfy the objectives of the RBV theory. The RBV theory has an impact on recruitment strategies in this context because it enables managers to comprehend that hiring people who are capable and valuable to the organization is the foundation for the organization's competitiveness or capacity to achieve pre-set goals.

### **2.6.1 The Human Capital Theory**

Delery and Roumpi (2017) state that human capital perspectives have focused on a wide range of HRM practices and systems and their strategic alignment with broader organizational goals. In other words, human capital perspectives have emphasized the importance of HRM practices and systems that are strategically aligned with broader organizational goals. Thus the theory believes in retaining a competitive workforce to enhance the competitiveness of the organization. Armstrong (2006) believes that human capital possess a collective of skills and experience, joined to the interest of their respective organization, can be recognized as contributing

significantly towards the competitiveness of the organization. The theory appreciated human resource as the most important contributor to organizational performance, which means that there is need to have a workforce that is up to the standards required by the organization to satisfy its goals. This means that there is need for focus on recruitment and selection to improve chances of obtaining the best prospects to suit the required positions. Delery & Roumpi (2017) noted that HCT provides for framework for the recruitment process and strategies to an organization. They note that an employer may recruit to gain certain skills scarce within the organization, bring in fresh skills and ideas, all this with the aim of gaining a competitive advantage over the rivals in the industry. HRIS provides for easier and effective ways to attract prospective candidates, which means that there is definitely a relationship between the HCT and HRIS for recruitment and selection as a strategy.

## **2.7 EMPIRICAL REVIEW**

Zavyalova et al (2018) studied the influence of SHRM practices on the performance of employees in IT firms in Russia. The study appreciated that positive impact of SHRM practices on employee performance in the IT industry. Thus the IT industry is well equipped with information technologies that assist the acquisition of competent personnel and also have technologies that assist employees to yield better results. This enhances the competitiveness of IT firms given the fact that IT gives an uncommon urge like quick sending of information which is rather effective than use of newspapers.

According to Give (2020), employment diversity is a commitment to recognizing and appreciating the distinctive views, values, abilities, talents, and characteristics of every person that may be used by innovation for the benefit of the company and its productivity. According to Nyagadza et al. (2022), a further advantage of using HRIS in recruiting tactics is that it lessens the likelihood of prejudice and nepotism. He infers that women are disproportionately overrepresented in informal work based on his research, Workplace Diversity, Equality and Inclusivity in Zimbabwean Labour Market. These highlight the fact that using HRIS in recruitment techniques can help you achieve well and overwhelmingly.

Gamage (2014) studied the purpose of recruitment within an organization. It was noted that recruitment serves a purpose of provision of a pool of potentially qualified job candidates for the intended organization. Gamage (2014) further notes that the quality of Human resources in an organization highly depends on the quality of candidates that an organization is able to attract from the lab of our market. This study follows the study of Henry & Temtime (2009) who discovered that recruitment is an entry point of man power into an organization and it should standard such that the best candidates are attracted.

Ekwoaba et al. (2015) conducted a study on the impact of recruitment and selection criteria on organizational performance in Nigeria. The study concluded that the quality of the workforce recruited into an organization highly influences the success of the organization in terms of service delivery. Therefore, the study emphasized the importance of managers understanding the policies and practices in selection as it is a vital stage in absorbing a workforce. In other words, the quality of the workforce recruited into an organization plays a significant role in the success of the organization, and managers need to understand the policies and practices in selection to ensure the absorption of a high-quality workforce. Thus the ones in charge of the selection process should have knowledge upon which to base their decisions on. Ekwoaba et al (2015) further claims that management should constantly revise their selection process since the business environment is ever changing, with new trends coming into the system.

### **2.7.1 RESEARCH GAP**

The previous studies provided valuable insights into recruitment and selection and the utilization of human resource information systems (HRIS). However, these studies looked at HRIS and recruitment and selection separately and did not explore their relationship and overall contribution to organizational performance. This gap in research motivated the researcher to investigate the relationship between HRIS and recruitment and selection and their overall impact on organizational performance. In other words, while previous studies provided insights into HRIS and recruitment and selection separately, there is a need to explore their relationship and overall contribution to organizational performance.

## **2.8 CHAPTER SUMMARY**

The literature review chapter of the study examined the impact of HRIS on recruitment and selection. The chapter established the relationship between HRIS and recruitment and selection through a conceptual framework. The chapter also identified the Resource-Based View (RBV) and the Human Capital Theory (HCT) as the guiding theories for the study. In other words, the literature review chapter of the study explored the impact of HRIS on recruitment and selection, established their relationship through a conceptual framework, and identified the Resource-Based View and Human Capital Theory as the guiding theories for the study.

### **3. CHAPTER THREE**

#### **Research Methodology**

##### **3.0 Introduction**

The conceptual framework, theories supporting recruitment and selection, and the types and advantages of adopting HRIS in Sally Mugabe Central Hospital were all covered in the previous chapter. The research approach will be covered in detail in this chapter. The study approach, research design, sampling, sampling frame, sample size, sampling methods, data collection, data analysis methods, and establishing trustworthiness will all be highlighted in the chapter on research methodology.

##### **3.1 Research Philosophy**

The study utilized a mixed research approach, with a focus on qualitative methods. This approach values individuality, culture, and social justice, providing a rich breadth of information that is subjective but current. The researcher used case study research, which intensively investigates one or a small set of cases, focusing on many details within each case and the context. Case studies provide evidence that more effectively depicts complex, multiple-factor events/situations and processes that occur over time and space. The researcher used a qualitative research design, which enabled the use of case study, questionnaires, and interviews as well as focused group discussions. The qualitative approach was the most used as the information gathered is received through directly interfacing with the people and assessing how they behave and act in their natural context.

##### **3.2 Research design**

Research, in the opinion of Gratton and Jones (2010), can be viewed as a methodical approach to advancing, discovering, and extracting human knowledge. It should present a solution to a current issue or summarize a novel contribution to the body of information already in existence. Research design, according to Asenahabi (2019), is a mirror of the researcher's thoughts.



### 3.3 Population and Sampling

According to Hickey et al (2018), the sampling frame refers to the complete population from which the sample was drawn. According to the study, the Sally Mugabe Central Hospital staff serves as the study's research population. 250 personnel (managers and nurses) made up the population that was chosen for the study, however only 25 were chosen. In order to represent the entire population, units from the population of interest are chosen through the process of sampling. According to Ames et al. (2019), this will enable the researcher to fairly generalize the results that have been corrected from the sample that represents the population from which the sample was corrected. Therefore, it is possible for this study to employ sampling technique to select a smaller group of about 10 employees from a population of 13 within the HR department and take the results of the overall picture of the situation at Sally Mugabe Central Hospital.

#### Target population

	<b>Population</b>	<b>Target</b>
<b>HR managers</b>	13	10
<b>Employees</b>	237	15
<b>Total</b>	250	25

**Table 3.1: Target population**

#### 3.3.1 Sample Size

Hickey et al. (2018) explain that a sample is a group of individuals selected by the researcher to represent the entire population. Due to time constraints and some employees being on leave at Sally Mugabe Central Hospital, the researcher will use a sample of 15 individuals from the target of 25. The researcher chose this sample size because it will provide quality information to achieve the research objectives. Non-probability sampling methods were used, as they allowed the researcher to interact with the respondents, according to Etikan and Bala (2017). This means that population units were selected based on their availability. Convenience and purposive or judgmental sampling were used as types of non-probability sampling. Etikan and Bala (2017) suggest that judgmental sampling is based on the researcher's judgment of who will provide the best information to achieve the research objectives.

### **3.4 Sources of Data**

Data will be gathered from both primary and secondary sources. To get reliable information that will help the research objectives be met, both sources will be used. To collect primary data, structured questionnaires and interviews will be used. The results will also be improved by using secondary sources of information, including books, journals, SMCH publications, and the internet.

#### **3.4.1 Primary Data**

For the study, the researcher wants to collect first-hand information. As a result of the researcher's direct connection with the respondents, this form of data is thought to be impartial. The researcher intends to give nine questionnaires to members of the HR department at Sally Mugabe Central Hospital and conduct six interviews with them in order to gather primary data. These sources' data will be gathered for analysis and presentation needs.

#### **3.4.2 Secondary Data**

The researcher will use secondary data, or information that was not directly obtained by the researcher but has an indirect connection to the research, to gather more information and augment the research on the relationship between HRIS and recruitment techniques. Previous studies and other sources are considered secondary data.

### **3.5 Data collection methods**

For the research at SMCH, the researcher will employ semi-structured questionnaires and interviews to gather primary data. Additionally, some secondary data sources will be used, including media outlets and organizational publications.

#### **3.5.1 In-depth Interviews**

The primary goal of using interviews is to learn about the varying interpretations of the research variable among the interviewees. Using this tool has the significant benefit of allowing the researcher to be certain about the source of the information (Jenner and Myers 2019). To ensure that participants understand what is expected of them, the researcher will also provide

clarifications. In order to obtain responses that will satisfy the research's aims, the researcher will also add a few more questions where she thinks they are essential.

### **3.5.2 Open-ended questionnaires**

The researcher plans to use semi-structured questionnaires as an additional tool to collect primary data from the respondents. A questionnaire is a set of questions that must be answered by the respondents, including both open-ended and closed-ended questions. The questionnaire will be used to gather information about participant sentiment and the impact of HRIS on hiring practices. Open-ended questions will be employed to enable the participants to express their opinions on HRIS on behalf of the host organization. Semi-structured questionnaires allow respondents to provide feedback on fascinating questions, including open-ended questions.

### **3.6 Data analysis method**

The survey data was manually analyzed to ensure that the respondents' feelings and opinions were accurately represented. Thematic analysis was also used by the researcher. Thematic analysis is also concerned with investigating themes using data. According to Warren (2020), thematic analysis deals with the meanings in the data. This analysis technique takes a lot of data and organizes it into categories based on similarities. Utilizing this strategy has the benefit of assisting in learning more about people's experiences, feelings, beliefs, and opinions. The analysis method that will be used in the study will enable the researcher to gain a better understanding of how management at SMCH perceives the impact of HRIS and its benefits on their recruitment strategy.

### **3.7 Validity & Reliability**

Instead of concentrating on the data itself, qualitative research focuses how reliable the data is. Devalt (2019) asserts that one benefit of qualitative research is that it can measure things that cannot be quantified. Data trustworthiness consists on the following elements: Triangulation and member checks are used by credibility to increase or contribute to trustworthiness. As a strategy to ensure credibility, the researcher will also use additional elements including sustained engagement and ongoing observations of the research subject. This will facilitate identifying biases and potential confounders during the course of the investigation. The research method

must be thoroughly explained in order to ensure dependability so that the reader will recognize appropriate research procedures and be able to suggest the method for use in the future (Johnson, 2020). To extrapolate beyond the sample is the key justification for using this method Of determining trustworthiness. The conformability of the results will then be affected by using member checks and triangulation together with minimal explanations of the researcher's effect on the results. It is possible to perform qualitative research to replicate past findings, which indicates that in order to demonstrate some level of credibility, the research must be consistent with the earlier studies.

### **3.8 Ethical considerations**

Through the employment of proper ethical concerns, the researcher will ensure the protection of human subjects by adhering to ethical guidelines. Arifin (2018) suggests that researchers need to have a strong understanding of ethics to avoid hindrances in data collection that could prevent the achievement of research goals. Research may hurt subjects; hence it is important for researchers to understand ethics. These guidelines include risk for damage, confidentiality, access to participants, ethical approval, informed consent, and voluntary involvement. The research participants were informed about the methods of data collection, the level of commitment expected from them, the ways data will be used and reported, and the potential risks associated with participating in the research. It is crucial to maintain the confidentiality of the participants' identity and ensure that self-identifying information is not included.

### **3.9 Chapter summary**

The chapter's introduction, study approach, research design, and sampling thus sample size, sample frame, and data collection and analysis techniques were all covered in the aforementioned chapter. It also addressed research trustworthiness and ethical issues. The case technique. The research sample frame included 13 people, of whom 10 were chosen as the sample. Thematic data analysis will be used, and questionnaires and interviews were chosen as the data collect, in which study research design was adopted by the researcher, who used a qualitative or inductive section method.

## 4 CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.0 Introduction

The prior chapter established the research methodology, where it determined the research design and the manner in which data presented and analyzed. This chapter is set to present data, analyze and discuss the results. Data is presented using tables and is analyzed using the thematic way of data analysis.

#### 4.1 Response rate

Out of 15 respondents that were targeted, 13 responded giving the response rate of 86.7%.

##### Response rate analysis

<b>CATEGORY</b>	<b>TARGETED PARTICIPANTS</b>	<b>ACTUAL PARTICIPANTS</b>	<b>PERCENTAGE (%)</b>
Managerial participants	7	5	71.4
non-managerial participants	8	8	100
<b>TOTAL</b>	15	13	86.7

**Table 4.1: response rate**

The researcher targeted 15 participants. The sample consists of managerial and non-managerial participants. The table 4.1 above it shows that 13 of the 15 target sample size agreed to take part in the study. Thus the research had an 86.7% response rate. Such a response rate is highly regarded based on the view of. Leedy and Ormod (2011) suggest that a response rate below 50% may raise concerns about the representativeness of the sample, while Wagner (2013) argues that a minimum response rate of 80% is necessary for data presentation and analysis to be credible

and accurate. Lungree (2017) believes that a higher response rate leads to better research findings as it means more views were obtained.

#### 4.2 Demographic summary

##### Figure 4.2: demographic information

The study took interest in knowing the demographic distribution of participants. In particular, the study looked at the age, gender, academic qualifications and years of service towards the organization.

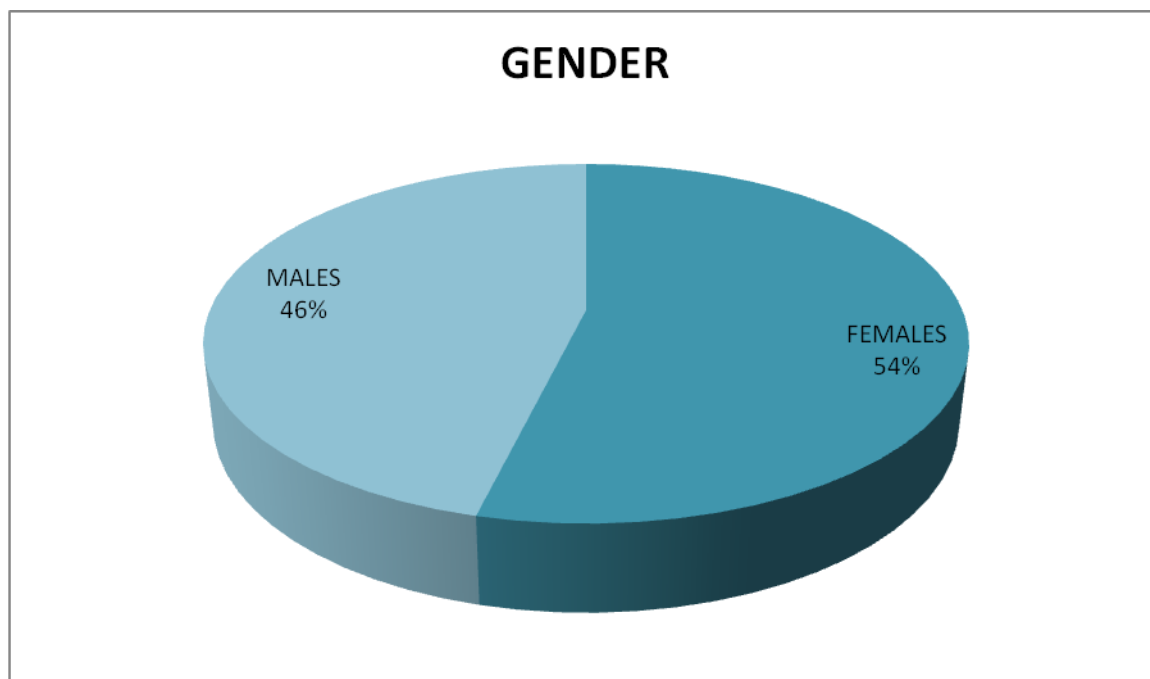


Fig 4.1: gender of participants

Source: Primary source (2023)

From the response rate, 6 participants were female while 7 participants were males. The fig 4.1 above depicts a difference of one in terms of gender distribution which is good for the study as the difference has no or limited influence towards the quality of the results. The research was able to obtain information from both genders.

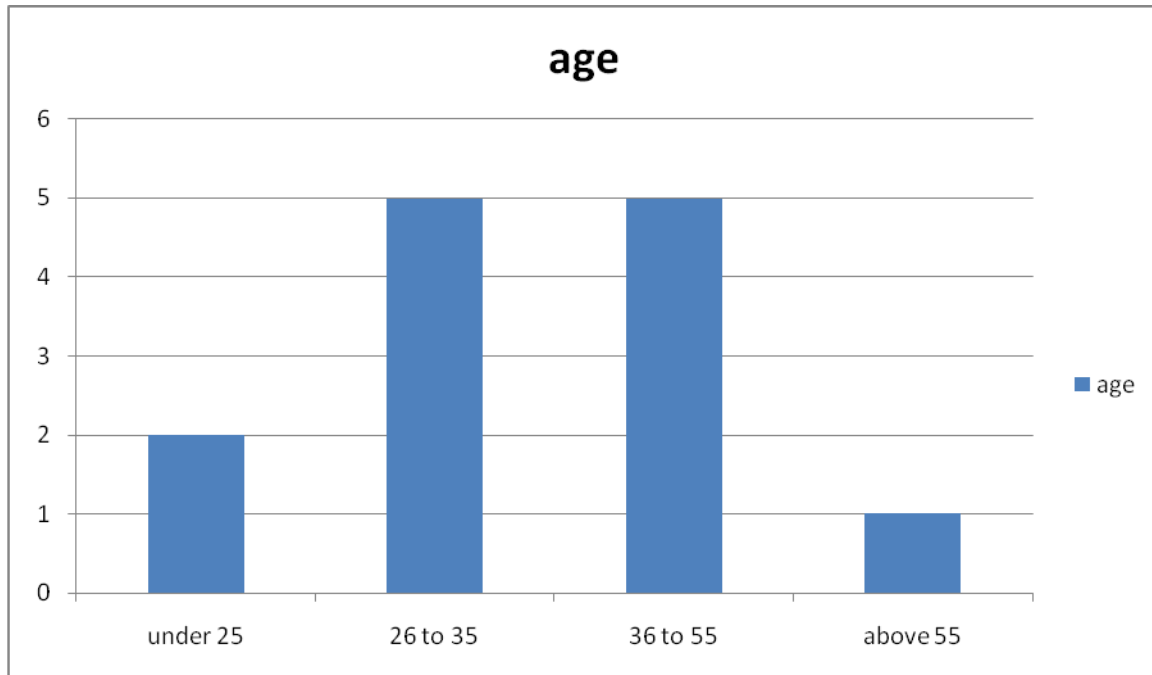


Fig 4.2: age of participants

Source: Primary source (2023)

According to the above fig 4.2, 2 participants were aged 25 and under, 5 participants were aged 26 to 35, 5 participants were aged between 36 and 55, while 1 participant was over 55. The Age distribution is justified since there is a representative in each age group as depicted by the table. This means that the study is able to obtain various views and points of interest depending on how each age group views the study in question. According to a report by the United Nations Population Fund (2020), the middle class appears to dominate as they are most likely to be working class. The report also points out that for the age group of 31-40 years, the responsibility and the ratio of dependents to breadwinner are higher than any other age group.

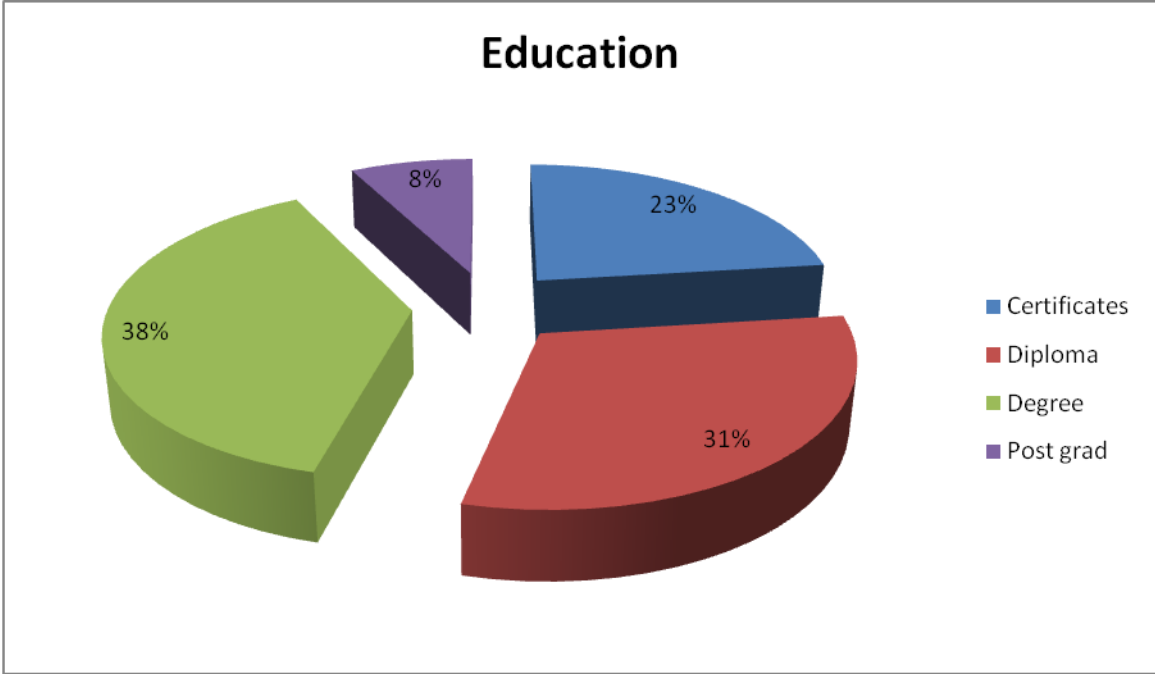


Fig 4.3: education of participants

Source: Primary source (2023)

According to the fig 4.3, 3 participants had certificates, while 4 had diplomas, 5 had degree qualifications and 1 had a post graduate qualification. This means that all the participants had recognizable qualifications, making them mentally capable of participating in the study and giving viable responses.



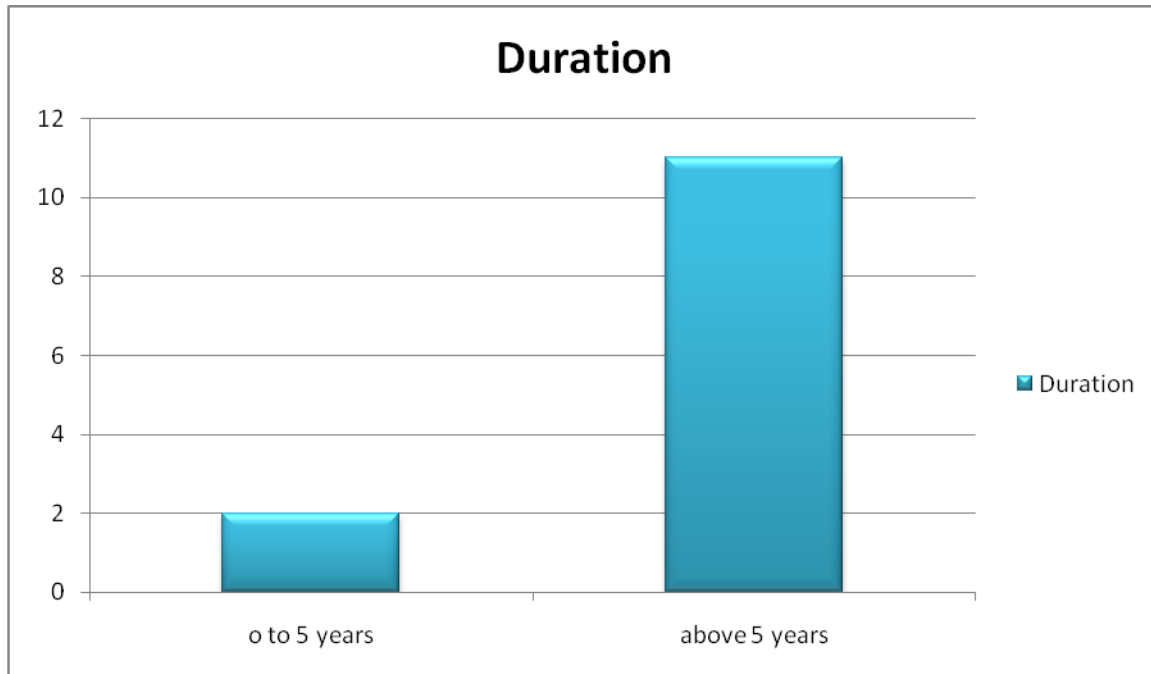


Fig 4.4: duration with the organization

Source: Primary source (2023)

As depicted by the fig 4.4 the minority of the participants (2/13) had worked with the organization for less than 5 years. The majority 11 of the participants had been with the organization for more than five years. This gives the opportunity of obtaining quality responses since the majority have viable experience with the organization.

### 4.3 The recruitment and selection strategies at Sally Mugabe Central Hospital

The study took an interest in analysing the recruitment and selection strategies used by the SMCH, which is HRIS based. The following are the strategies being used to recruit employees at SMCH,

**TABLE 4.3: HRIS RECRUITMENT AND SELECTION STRATEGIES**

<b>STRATEGY</b>	<b>POPULATION</b>	<b>AGREE</b>	<b>DISAGREE</b>	<b>PERCENTAGE</b>
Newspaper Advertisements	13	10	3	76.92%
Online recruitment	13	9	4	69.23%
Online interviews	13	7	6	53,85%

**Source: primary data 2023**

According to the table above, 76.92% of the participants agreed that newspapers are being used in the organization. Online recruitment is also another strategy being used by the organization as supported by 69.23% of the participants. The table also indicates that 53.85% of the participants agreed that online interviews are also used in the organization.

#### **4.3.1 Newspaper Advertisements**

The organization is using newspaper adverts to publish job vacancies that arise within the hospital. The hospital sees it easy to reach large volumes of prospective applicants using newspapers.

**A noted that,** *"the organization uses newspapers to advertise job vacancies, as it is cheap and has a wide coverage. The newspaper can be hard copy or soft copy, however either way we still can manipulate the opportunity to our favour."*

**B noted that,** *"currently people pursuing the opportunities in the health sector knows that we advertise our vacancies in the newspapers. This is done so we can reach out to different people whether rich or poor and those in remote areas."*

### 4.3.2 Online recruitment

Online recruitment was also agreed on as one of the main strategies of recruitment used by the hospital. This means that the hospital appreciates the usage of the organizational website to recruit prospective employees.

**C noted that** *"I applied using the organization's website where I had to follow a link from the Facebook application."*

**C noted that** *"online recruitment has helped us acquire employees that are high tech efficient because, for one to apply through the website they have to be computer proficient."*

**B noted that,** *"recruiting through websites is highly beneficial to the organization because it saves time and costs generally."*

### 4.3.3 Online interviews

Online interviews were agreed to be in use for recruitment and selection in the SMCH. Online interviews have been popular with the coming of the covid-19 pandemic, which forced people to keep safe distances. The hospital is moving with time as they have interpreted online interviews into their recruitment system.

**B noted that,** *"these days it is easy to recruit because it is being done online using Viber or zoom even WhatsApp video call."*

**A noted that,** *"online interviews allows for people in Bulawayo to be recruited in mutata before they even visit the place. So it bridges the distance gap between the applicant and the organization recruiting."*

**C noted that,** *"online interviews are cheap because the organization does not need to prepare their premise for hosting interviews, all they need is the internet which is already available at times."*

### 4.3 IMPACT OF HRIS ON EMPLOYEE RECRUITMENT

**Table 4.4: The impact of employee recruitment**

IMPACT	POPULATION	AGREE	DISAGREE
Cost-effectiveness	13	11 84.62%	2 15.38%
Time efficiency	13	8 61.54%	5 38.46%
Better decision making	13	9 69.23%	4 30.77%

**Source: primary data 2023**

The majority of the participants agreed on the benefits of using HRIS in recruitment and selection. They agreed that HRIS is cost-effective, time-efficient, and leads to better decision making while reducing corruption. This indicates that the organization values the use of HRIS to enhance the process of recruiting and selecting employees.

Cost-effectiveness was described as the biggest advantage of HRIS in recruitment and selection, as supported by 84.62% of the participants. HRIS is believed to be time efficient as agreed by 61.54% of the participants against 38.46% who disagreed. Better decision making is another impact of HRIS as supported by 69.23% of the participants.

#### 4.3.1 Cost-effectiveness

The research found that one of the benefits of using HRIS in the recruitment process is cost-effectiveness. This is because the process utilizes company resources that are already available, making recruitment much cheaper. Therefore, the use of HRIS is appreciated by the organization as it improves the recruitment process.

**Manager 5 noted that** *“it is cheaper to post a vacancy on the company’s website, as compared to posting the vacancy in a hardcopy newspaper or using a television channel. So we prefer to click a few buttons and have a vacancy posted without having spent a single penny.”*

**D noted that** *“when you host interviews, you have to prepare the room and documents which proves to be expensive because sometimes you have to prepare some refreshments for the applicants. This is more expensive than hosting an online interview which highly depends on the internet, which the company already provides.”*

#### **4.4.2 Time efficiency**

The study discovered that the utilization of HRIS by the SMCH has proved to be beneficial in terms of saving costs. This means that the use of HRIS reduces the time spent on the recruitment and selection process by the management.

**C noted that** *“the process is much easier and can be done in a limited amount of time, for example by pressing a few buttons, I can have the vacancy posted on the website in less than 5 minutes.”*

**A noted that** *“within the same day you can post a vacancy and receive hundreds of applications. The next day you can do the screening as well. So relatively the amount of time is minimum and it makes the process much easier.”*

**B noted,** *“it is time convenient really because when I applied for my post it was already the deadline date at around 5 pm. So if I was to travel to the organization then I’d have missed the deadline.”*

#### **4.4.3 Better decision making**

The study discovered that the utilization of HRIS in recruitment and selection improves the decision making within organization. Decision support system is a component of HRIS that is utilized to analyze information in a systematic way in order to make decisions conveniently. Thus, HRIS makes it easy for managers to compare the formation provided by the prospective candidates and make a formed decision based on observation.

**A noted that,** *“making decisions is easy because all you have to do is observe the records that are already in the computer. Having to do things computer makes work easier.”*

**B noted that, “it is easy for us to make quick decisions to enhance organizational productivity through decision support systems. The decision is mostly near accurate as well.”**

#### **4.5 The challenges in the implementation of HRIS on recruitment and selection strategies**

**Table 4.5: Challenges in the implementation of HRIS**

<b>IMPACT</b>	<b>POPULATION</b>	<b>AGREE</b>	<b>DISAGREE</b>
Lack of expertise	13	10 84.62%	3 15.38%
Related costs of implementation	13	8 61.54%	5 38.46%
User Acceptance level	13	6 69.23%	7 30.77%
Corruption	13	12 92.31%	1 7.69%

**Source: primary data 2023**

According to the above table, it is widely agreed that the implementation of HRIS in recruitment and selection is also faced with some challenges which limit the success of the whole system. The majority of participants (84.62%) agreed that a lack of expert knowledge limits the success of HRIS in recruitment and selection. A significant 61.54% of the participants agreed that the related cost of implementation poses a great challenge to the implementation of HRIS. The level of user acceptance was also seen as a challenge to the implementation of HRIS as agreed by 69.23% of the participants. A significant 92.31% of the participants agreed that corruption was the biggest challenge facing the HRIS in recruitment and selection.

#### **4.5.1 Lack of expertise**

The study discovered that a lack of expertise stands as a challenge to the successful implementation of HRIS in recruitment and selection. HRIS requires people who are adequately skilled to operate them successfully.

**C noted that,** *“digital technology is ever growing making it difficult for individuals to be mentally capable at times to utilize the information systems, which means that person will opt for manual means.”*

**B noted that,** *“if you do not have the capacity to run a system, you will not run. There is no way around it unless you learn from someone or you have someone do it for you.”*

#### **4.5.2 Related costs of implementation**

Related cost for implementation of the HRIS is another challenge, faced in human resource management. Participants believed that when management perceive the cost of implementation to be high, they tend to go against that idea.

**A noted that** *“if the system proves to be expensive to implement then we are forced to look for other means relatively cheaper.”*

**B noted that,** *“we are not a profit making organization, hence our finance is limited, which means that we are price elastic in these regards.”*

#### **4.5.3 User Acceptance**

The study also discovered that user acceptance is another determination for the successful implementation of HRIS in an organization.

**C noted that** *“at times the one who should be using the systems does not favour it, but rather choose to use manual ways which they are used to.”*

**A noted that** *“sometimes we managers are reluctant for change, such that when comes we prefer to continue using the old methods.”*

#### 4.5.4 Lack of resources

Lacking resources is another challenge that was unearthed by the study, limiting the impact of HRIS on successful recruitment and selection. Where there are no resources, there is no implementation of the whole system. Resources determine the implementation of a system.

**B noted that,** *“we still lag behind in terms of resources because we lack funding, we use outdated means of data collection and data storage, storing data in flat files.”*

**B noted that,** *“we have limited resources to fully utilize the HRIS as the other organizations are doing like private hospitals. The websites at times get overwhelmed and fail to perform needed tasks.”*

#### 4.6 THE SOLUTIONS TO IMPROVE HRIS FOR EFFECTIVE RECRUITMENT AND SELECTION

**Table 4.6: Solutions to improve HRIS effectiveness**

<b>SOLUTION</b>	<b>POPULATION</b>	<b>AGREE</b>	<b>DISAGREE</b>
Training	13	12 92.31%	1 7.69%
Management support	13	10 76.92%	3 23.07%
Clear policies and objectives	13	8 61.54%	5 38.46%

**Source: primary data 2023**

The table above shows that 92.31% of the participants agreed that training is greatly needed to improve HRIS effectiveness. The majority (76.92%) of the participants agreed that management support is needed for the success of HRIS in recruitment and selection. The organization has to set up clear goals in order for HRIS to be successful as supported by 61.54% of the participants.



#### **4.6.1 Training**

According to the table above, it is proven that the participants believe that training of HRIS users helps improve its success in training and development.

**B noted that** *"HRIS are not something we learn during our education. We need to train these employees such that they are able to use the systems."*

**C noted that** *"You need training in order to use HRIS, through training you gain knowledge on how to use the system and utilize it to your advantage. Without training or inadequate training, you may fail to utilize it successfully."*

#### **4.6.2 Management support**

The table above depicts that participants agreed that management support is needed to improve the success of HRIS.

**B noted that** *"as management, we are responsible for financing any project, so the investment is in our hands and it is critical that we support the system financially for it to be successful."*

**C noted that** *"management has to support the whole system whether it is financial or infrastructure. Without management support the whole system would be a failure."*

#### **4.6.3 Clear policies and objectives**

The participants agreed that HRIS can succeed with clear policies and objectives put in place.

**C noted that** *"a system begins with setting up of policies and objectives, which work as a guide to the processes which follow."*

**A noted that** *"once that goal and objectives are not clear, there is bound to be confusion and the whole system fails to work."*

### **4.4 DISCUSSION OF FINDINGS**

The use newspapers as a strategy to advertise job vacancies is highly regarded and appreciated as a strategy that benefits the organization. This is because the respondents agreed that it is much cheaper and has a wide coverage which concurs with the objective of the organization which is minimize expenses while aiming for maximum productivity. Newspaper advertising

seems to be highly beneficially as it not only minimizes cost but also give equal opportunities to people of different classes. This is supported by the study of Petersen (2018) which discovered that the use of newspapers has the effect to reach out to the local people of a given geographical area. This conforms to the study by Zavyalova et al (2018) which confirmed that with e-newspapers the IT industry is well equipped with information technologies that assist the acquisition of competent personnel and also have technologies that assist employees to yield better results. According to Sama (2019), newspaper advertising plays a crucial role in creating a good organizational brand and reputation. This, in turn, helps the organization to market itself for the services it provides. Therefore, newspaper advertising is an effective marketing tool for organizations to influence consumer behavior and strengthen their brand loyalty

On online recruitment, through the use of websites is being utilized within the organization. This is being used in order to attract highly skilled employees in terms of technology. The expenses to maintain a website are already catered for by the organization, hence the recruitment process does not necessarily need to use any finance through the process, thereby saving cost. Posting a job advert on a website can be done in minimal time, thereby proving to be time efficient. Gamage (2014) studied the purpose of recruitment within an organization. It was noted that recruitment serves a purpose of provision of a pool of potentially qualified job candidates for the intended organization. Gamage (2014) suggests that the quality of human resources in an organization depends on the quality of candidates the organization is able to attract from the labor market. Daniel (2019) notes that online recruitment enables organizations to attract individuals with the abilities and attitudes expected to achieve the organization's pre-set objectives. Therefore, online recruitment is an effective tool for organizations to enhance the quality of hiring and attract the right candidates.

Hosting online interviews has proved to be efficient and beneficial not only to the organization but also to the applicants who at times are saved from incurring cost of traveling. The organization is able to recruit people from all over the country, giving fair opportunities to people of different backgrounds and race and geographical location. Furthermore online interviews are able to review the interviewee's proficiency in terms of using video calls for communication and also their state of preparedness, given the world can at any point face another situation similar to the covid-19 era.

This proves that HRIS inhibits the ability to reduce the cost that is incurred using the traditional methods of recruitment. Setting up the scene is expensive compared to hosting an interview online. This is highly beneficial to the organization's management tasked with reducing the cost of the organizational processes. This goes with the study by Piabou (2017) which discovered that the use of online advertising for job vacancies proves to be cheaper than the traditional means of advertising job vacancies. The study by Kelly (2014) further reiterates that the usage of HRIS serves the objective of recruiting prospective employees at a much lower cost. This means that the organization is moving in the right direction by using HRIS in recruitment and selection to satisfy the organizational goal of reducing costs incurred.

The hospital is faced with financial shortages which means that their capability to implement innovations is limited. The more the costly the implementation of HRIS is, the less likelihood that it would be implemented. There the fate of HRIS adoption and implementation is dependent on the price factor. This then limits the capability of the organization to fully utilize the HRIS and its benefits. Kanake & Onyengo (2016) pointed out that it is with great concern that the related cost of executing human resource information systems maybe a barrier to its successful implementation of HRIS is determined by the level of acceptance by individuals. The issues of perceived usefulness also play a role in decision making by individuals to accept or reject change.

The size of the organization has a direct effect on the acceptance of HRIS, with larger organizations being more likely to adopt it. Age is also a factor, with older individuals accustomed to traditional ways of handling human resource issues being less likely to accept change. Jayadeva, et. al. (2021) observed that the new system has received negative feedback from workers as they struggle with the transformations from manual to automated systems due to various challenges and issues they face in the usage of HRIS. Therefore, the successful adoption of HRIS depends on various factors such as perceived usefulness, organizational size, and age.

The country Zimbabwe already lags behind in terms of digitalization, which means that most organizations have not fully digitalized. SMCH is one of the organizations in Zimbabwe which uses manual means in carrying out organizational functions mostly compared to using digital

means. The study by Aldmour, et al (2013) confirmed that the success of HRIS implementation is determined by the availability of infrastructure and required software.

According to Nyagadza et al. (2022), a further advantage of using HRIS in recruiting tactics is that it lessens the likelihood of prejudice and nepotism. According to Castro et al. (2020), One Of the main issues confronting modern civilization is corruption. For instance, on-the-spot hiring is vulnerable to bribery and corruption since the manager will be paid a token to accept the applicant into the company.

All this proves that HRIS has the ability to improve the usage of time through the process of recruiting and selecting. From posting the vacancy, applying, and screening, all this can be done in a limited amount of time. This also means that the decision of screening can be done in a limited amount of time, therefore the management can benefit from the convenience of the HRIS. Prospective applicants also benefit from as they are able to quickly apply given they are far from the organization and also do so as soon as the vacancy post is posted. Karikari and Ocansey (2015) found that HRIS can save time and improve efficiency by merging the HRIS application with the website, allowing organizations to conduct online recruitment and speed up the job activities. Shani and Tesone (2010) noted that resumes sent through the internet or email can be scanned for keywords related to specific knowledge, skills, and competencies, reducing the need for manual tasks. Therefore, HRIS is an effective tool for organizations to streamline their recruitment process, reduce manual data entry errors, and increase efficiency across the organization

Quick decision-making is another benefit of using HRIS in the recruitment and selection of the organization according to the above statement. Managers are able to make quick-formed decisions through the use of Decision support systems. This means that using HRIS speeds up the decision-making process and enhances the decisions to be of good quality affecting the functions of the organization positively. This is supported by the study of Hassan (2018) who discovered that DSS works to improve the process of data collection and analysis, improving the allocation and utilization of human resources in order to maximize organizational productivity.

This means that having insufficient skills pose a great challenge to the successful implementation of the HRIS in recruitment and selection. When the user is not able to use the decision support

system, they will opt for the methods which they are familiar with. They can also misuse the whole system leading to mistakes and wrong results.

The management support determines the fate of the whole system, whether it succeeds or it fails. It is important that management support the system with the purchase of infrastructure, provision of finance, and decisions made from the system. Thus, the management has to give the human resource department its autonomy. This conforms to the study of Badhurudheen (2018) who discovered that management support is vital for the success of the HRIS.

HRIS are complex such that someone without proper training can fail to use them or use them less effectively. There is need to train employees adequately such that they can use the system to its full potential. Continuous training is required in since systems continue to develop and get better, employees need to be trained so that they stay at par with the knowledge required to operate the HRIS.

Policies and objectives determine the direction of the whole recruitment and selection process. Objectives determine the content of the thee-advert and the type of people wanted. Unclear policies create problems for the HRIS to work effectively. The study acknowledged the importance for managers to understand the policies and practices in selection as it is a vital stage in absorbing a workforce. Thus, the ones in charge of the selection process should have knowledge upon which to base their decisions on. Ekwoaba et al (2015) further claims that management should constantly revise their selection process since the business environment is ever-changing, with new trends coming into the system.

### **Chapter summary**

The chapter has presented data and analyzed it in accordance with the research questions and objectives. Data was presented in table form and a thematic analysis strategy was used for the data analysis. Reference to the empirical evidence to compare the results from the study. The research findings discussed include the organization's recruitment tactics, advantages of using HRIS in recruitment strategies, and difficulties related to the organization's recruitment and selection strategies. This chapter also contains an examination of these results.

## **5 CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

The preceding chapter reported the results and analyzed how HRIS affected hiring and hiring practices. The purpose of this chapter is to provide a conclusion and study-related recommendations by summarizing the study's findings as discussed in the preceding chapter. The chapter will also address the obstacles or issues revealed by the data collected and focus on potential solutions. The final section of the chapter will focus on the research study's conclusion. Therefore, HRIS is an effective tool for organizations to automate many of the time-consuming and labor-intensive tasks involved in recruiting and hiring new employees, making data-driven decisions, and creating innovative workforce strategies.

#### **5.1 Summary of findings**

The study had a response rate of 86.7% (13 out of 15 participants) which was significantly high. The study also had 6 women and 7 men for the gender distribution which was significantly balanced to harness good views from both genders. The study discovered that the recruitment and selection function is vital for the organizational well-being of Sally Mugabe Central Hospital. The research results denote a positive relation between HRIS and the recruitment and selection function as carried out by the human resource department. The study discovered that the SMCH has been utilizing HRIS in its recruitment and selection process. E newspapers, emails, websites, and decision support systems are the main HRIS being utilized at SMCH. The study discovered that the use of HRIS by the organization has been beneficial as it reduces corruption, it saves time and costs, and it is effective and efficient. However, the study also realized that the HRIS is also faced with challenges including corruption, lack of support, lack of resources, and the inability of employees to utilize the system. Overall, the study realized that the above-mentioned

challenges at limiting the impact of HRIS within the organization. Therefore, the study recommends the training of employees who use the system and superior support.

In as much as the HRIS is appreciated to be the most effective in recruitment and selection, it is also faced with some challenges. The capacity of employees to use the HRIS and the availability of infrastructure prove to be a challenge for the system's successful implementation. Therefore, it is advisable that there be adequate training for employees and managers ought to render enough financial support.

## **5.2 Conclusion**

HRIS is used to collect, analyze and communicate data relating to human resource management. The recruitment and selection have been determined to benefit the most from the utilization of HRIS within the organization. Automating the human resource functions concerned with recruitment and selection was seen as to be less time-consuming and reduce the margin of errors. The HRIS proved to be effective and efficient with the role of recruitment and selection. Using electronic newspapers was seen to have the effect of covering wide areas of the country, attracting a plethora of applicants across the nation and borders if needed. Using the decision support system also improves decision-making within the organization, fostering accurate decision-making. Automating the application process means lesser paperwork, and easy storage of data that can be easily retrieved and analyzed.

## **5.3 Recommendations**

### **5.3.1 Adequate financing**

The researcher recommends that the organization, senior management in particular support the system through adequate financing. By investing in the purchase of HRIS infrastructure and training of employees, the organization will be improving its capability to utilize the HRIS comprehensively. The HRIS are very expensive and it requires a lot of money to purchase them in which SMCH cannot be able to do that on its own because of many uses to provide for people not expecting profits. There is need for donors and fundraisers at the hospital in order to pull it off.

### **5.3.2 Corruption**

Corruption remains prevalent across the country; hence it is something that the organization itself has to do away. It falls to individuals to act responsibly for the betterment of the organization, however increasing the automation of human resource management and setting up control systems helps to decrease the rate of corruption. The use of installation of CCTV cameras inside offices of recruitment and selection strategies.

### **5.3.3 Lack of support**

The organisation can lack support from its employees simply because the employees are resisting to the programmers. Employees can only resist when they do not know what they are doing. Employees need to receive training on how to use the HRIS system effectively.

### **5.4 Areas of further study**

The study recommends future studies on corruption within the recruitment and selection process. With a focus on control system, a comprehensive study which shows was to limit corruption on recruitment and selection can help in the future.



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## **APPENDIX 1: COVER LETTER**

### **REQUEST FOR CARRYING OUT RESEARCH**

Bindura University of Science Education

Private Bag 1020

Bindura

20 April 2023

The Human Resources Manager

Harare Central Hospital

Southernton

**Harare**

Dear Madam or Sir

**REF: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH AT YOUR ORGANISATION.**

I am a student currently studying Bachelor of commerce Honours Degree in Human Capital Management at Bindura University of Science Education (BUSE). In partial fulfilment of the programme, it is a requirement of the university students to carry out research project. I am therefore, kindly seeking for permission to carry out my research at your organisation titled: **An evaluation of human resource information systems in improving recruitment and selection strategies.**

Your response and assistance will be greatly appreciated.

Yours faithfully

Precious T. Gahadzikwa

## APPENDIX 2: COVER LETTER FOR QUESTIONNAIRES

Bindura University of Science Education

Private Bag 1020

Bindura

20 April 2023

The Human Resources Manager

Sally Mugabe Central Hospital

6005 Tilco Road

Southerton

**Harare**

Dear Sir / Madam

QUESTIONNAIRE ADDRESSED TO SALLY MUGABE CENTRAL HOSPITAL STAFF.

I Precious T. Gahadzikwa a bona fide 4<sup>th</sup> year student at Bindura University of Science Education currently studying a Bachelor of commerce Honours Degree in Human Capital Management. In partial fulfilment of my degree programme I am carrying out a research required by the university. My research topic is titled: **An evaluation of human resource information systems in improving recruitment and selection strategies**. Please note that your responses will be only used for academic purposes and will be at most confidential.

It is my hope that all the questionnaires could be returned earlier. Your responses and corporation will greatly appreciate.

Yours sincerely

Precious T. Gahadzikwa

## QUESTIONNAIRE

**NB: I am a student from Bindura University partaking a research study on the topic entitled: AN EVALUATION OF HUMAN RESOURCE INFORMATION SYSTEMS IN IMPROVING RECRUITMENT STRATEGIES: A CASE OF SALLY MUGABE CENTRAL HOSPITAL. I am kindly requesting for your assistance in this research by answering to the questions provided below.**

### INSTRUCTIONS

**Put a tick as your response on the appropriate box and not in the boxes, fill in the spaces provided. All information collected will be solely used academic purposes and will be held in strict confidence.**

1 a. Age:

Below 25  25-35  36-45  46 -55  over 55

b. Gender: male  female

c. highest level of education:

Certificate  Diploma  Degree

d. length of service:

Below 5  6-10  11-15  over 16

e. level of occupation \_\_\_\_\_

2. What are the recruitment and selection strategies that are used by Sally Mugabe Central Hospital when there is a vacancy that has arisen?

.....  
.....

.....  
.....  
3. What is the impact of HRIS on recruitment and selection strategies at Sally Mugabe Central Hospital?

.....  
.....  
.....

4. What are the factors influencing successful implementation of HRIS on recruitment and selection strategies challenges at Sally Mugabe Central Hospital?

.....  
.....  
.....  
.....

5. What are the possible solutions to improved HRIS for effective recruitment and selection challenges at Sally Mugabe Central Hospital?

.....  
.....  
.....  
.....

6a. Are you aware of any outsourced Human Resource Function within the organisation? Yes  
No

b. If yes, which HR functions are being outsourced?

.....  
.....  
.....

7. Is the recruitment and selection done online?



.....  
.....  
8. Do you think organisational recruitment policy address fairness and equity in selection mechanisms?

.....  
.....  
.....  
.....

9. Do you think HRIS will help in improving efficiency of recruitment process in?

a. finding the right candidates quickly?

.....

b. talent identification?

.....

c. performing comprehensive reports, tracking of applicants and candidate?

.....

10. Briefly state what you think are the benefits HRIS recruitment process?

.....  
.....  
.....

11. Which functions would you recommend to be automated through HRIS?

.....

.....  
.....

12. What would you say are some of the push factors to migrate HRIS?

.....  
.....  
.....

13. What would you say are some of the challenges with the traditional and the current methods of recruitment and selection?

.....  
.....  
.....

14. What are the challenges would you say might hinder the adoption of HRIS in recruitment and selection?

.....  
.....  
.....

*Thank you*

#### In-depth interview guide

1. What are the recruitment and selection strategies that are used by the organisation when there is a vacancy that has arisen?

.....  
.....  
.....  
.....

2. In your own opinion, in what ways do you think these strategies affect performance and employee development?

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3. What are the problems that are linked to recruitment and selection strategies in the organisation?

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4. Does the organisational recruitment and selection automated and what do you think are the benefits associated with this initiative?

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5. In your opinion, do you think organisational recruitment policy address fairness and equity in selection mechanisms?

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6. Explain how does HRIS help in minimising cost associated with recruitment?

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7. What are factors you think are leading to the adoption of information systems in recruitment and selection?

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