

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**



**FACULTY OF COMMERCE**

**DEPARTMENT OF HUMAN CAPITAL MANAGEMENT**

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE INFORMATION SYSTEMS  
ON ORGANISATIONAL EFFECTIVENESS: A CASE STUDY OF KENT ESTATE,  
AGRICULTURAL INDUSTRY.**

**BY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**RELEASE FORM**

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Submitted by **B1645674** in partial fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Human Capital Management.

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## **DEDICATION**

I dedicate this dissertation to my loving parents, brothers and sisters for their words of encouragement. You really played a significant role in molding my career path. Without their support I would have not achieved my goal. I love you.

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## **ABSTRACT**

The main purpose of this study was to assess the relationship between human resource information systems (HRIS) on organisational effectiveness focusing on Kent Estate (KE). The main objective was to establish the relation to determine the effectiveness of current HRIS. The study focused on selected departments in the organisation which are Open Field, Workshop, Security, Poultry, Human Resources and Administration. A sample of thirty research participants 30% of the target population of one hundred was used. Stratified and simple random techniques were used to draw participants from the aforementioned departments. The researcher adopted a descriptive research design to collect data. More so, self-administered questionnaires and semi structured interviews were used as the data collection instruments. The data was presented and analysed using tables, pie charts and bar graphs respectively. The research study establish the relationship between HRIS on organisational effectiveness. The research further identified the benefits that can be derived from using HRIS. The study concluded that there was a strong relationship HRIS and organisational effectiveness. The research concluded that the management should embark on HRIS training and development programmes for all employees. Further, the organisation should provide favourable working conditions in order to enhance level of employee loyalty inorder for organisational effectiveness.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Introduction**

This chapter introduces the study on the relationship between human resource information systems on organisational effectiveness. The present chapter reviewed the background of the study, statement of the problem, research objectives, and research questions, significance of the study, delimitation, limitations and definition of terms.

### **1.2 Background of the study**

Basically since the turn of the age, information systems in general have become the backbone of industry in many forms, such as information storage. Both management and employees are the essence of every organisation and therefore their performance determines organisational effectiveness. Effective human resource information systems can create order and communication from top to bottom in an administrative hierarchy of the organisation (Hannangan, 2008). In addition effective HRIS leads to good relationship between subordinate and managers leading to organisational effectiveness. According to (Davies, 2009), notes that the potential benefits of HRIS are greater information accuracy, program development and enhanced employee communications. In addition HRIS allows the HR department to become more efficient and to provide better information for decision making, therefore this has led many organisations in adopting HRIS. According to (Bratton et al, 2012). This implies that by managing HRIS in an organisation, processes such as managing employee records, payroll administration, performance appraisal, recruiting, time and attendance are enhanced and simplified so as to allow for accuracy and timeliness.

Kent Estate is a division of Ariston Management Services, it has experienced a decrease in the levels of performance which has affected the productivity and profitability of the organisation. This was as a result of poor management of HRIS leading to tension between subordinates and managers these tensions were likely to cause conflicts at the workplace hence affecting organisational effectiveness.

### **1.3 Statement of the Problem**

The Human Resource (HR) department was responsible for the handling of all employee records and documents that needed to be processed and some other needed to be kept for future use and previously that was being done manually and it resulted in either some of the documents being lost or misplaced due to the fact that there are so many of them being submitted to the HR office. The researcher was prompted to research on this topic, due to following reasons Kent Estate (KE) has experience slow process of their Human Resource (HR), in the past recording keeping was done on paper leading to slow retrieval of data the information of employee's are stored in different parts of departments and take a long time to retrieve the data leading to poor data all data is stored in filing cabinets. This rise of these problems provided evidence that HRIS have been ineffective done, and this has resulted in low morale at the organisation which has in turn affected levels of productivity and performance. In this regard, the researcher considered the mentioned factors and sought to find the relationship between HRIS on organisational effectiveness.

### **1.4 Research objectives**

The research sought to achieve the following objectives:

- To assess the effectiveness of the HRIS at Kent Estate.
- To assess the relationship between the HRIS and organisational effectiveness at Kent Estate.
- To identify factors which limit the effectiveness of the HRIS at Kent Estate.

### **1.5 Research questions**

The research objectives gave rise to following questions:

- Is current HRIS at Kent Estate effective?
- What is the relationship between the HRIS and organisational effectiveness?
- What are factors which limit the effectiveness of the HRIS?

## **1.6 Study Assumptions**

The following assumptions were applied for the purpose of improving accuracy of the research findings:

### **Specific assumptions**

- Effective HRIS enhance organisational performance.

### **General assumptions**

- The researcher had access to all relevant information
- Respondents answered truthfully.
- the sample size was an accurate representative of the population
- There was no bias in choosing participants

## **1.7 Significance of the study**

The study will be beneficial to several stakeholders, one of the stakeholders is the researcher. The researcher will be equipped with research skills and acquire more knowledge concerning HRIS. More so the research will also assist the Human Capital Practitioners at (KE) and other agriculture industries to effectively manage their HRIS so as to avoid incurring production losses. In addition, the research will benefit Bindura University of Science Education (BUSE) and affiliates by enriching the repository or data bank for scholars, students and human resources practitioners.

## **1.8 Study Delimitations**

The researcher focused on the relationship between human resource information systems on organisational effectiveness. The research was undertaken at Kent Estate (KE) and other sub division were excluded. The research was confined to employees at Kent Estate and the departments which are administration, workshop, poultry, horticulture and security.

## 1.9 Study Limitations

One of the limitations that the researcher encountered was failure by respondents to return questionnaires on time, which lowered the response rate. The researcher sent out reminders and made personal visits to respondents so as to increase the response rate. Invalid data or biased information may have been collected by the researcher since some respondents were not willing to answer sensitive questions. To counter this limitation, the researcher attached an introductory letter emphasizing the purpose of the study and assuring privacy and confidentiality of participants. In addition, the researcher was denied to access confidential information due to company policy and practices. However, the researcher provided assurance that all information availed will only be used for academic purpose by attaching a cover letter. More so, another limitation encountered using the case study was that it was difficult to generalize conclusion.

## 1.10 Definition of Key Terms of the study

The study defined the key terms of the research that is:

**Organisation:** this refers to collection of people, who are involved in pursuing defined objectives (Cornelius, 2000).

**Effectiveness:** according to (Florkowski et al, 2006) defines as the maximum utilization of resources.

**Organisational Effectiveness:** this refers to ability of the organisation to achieve its goals in an efficient and effective manner (Fisher, 2007).

**Human Resource Information Systems:** it is an integrated systems used to gather, store and analyse information regarding an organization's human resources, comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resource functions (Hendrickson, 2003).

**Information System:** this refers to a system that help an organisation acquire, store, manipulate, retrieve and distribute information about an organization's human resources. (Obrien, 2008)

## **1.11 Abbreviations**

**BUSE:** Bindura University of Science Education

**HRIS:** Human Resource Information Systems

**HR:** Human Resource

**HCM:** Human Capital Management

**KE:** Kent Estate

## **1.12 Chapter Summary**

The present chapter provided background to the study, statement of the problem, research objectives, research questions, assumptions, limitations, delimitations and definition of key terms of the study. The next chapter focuses on literature review highlighting both the conceptual and theoretical framework as well as the empirical evidence.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The previous chapter covered the introduction, the background to the study, statement of the problem, research objectives, research questions and significance of the study, assumptions, delimitations, limitations and definition of key terms. The present chapter reviews the existing literature on HRIS and organisational effectiveness, highlighting both the conceptual and theoretical frameworks.

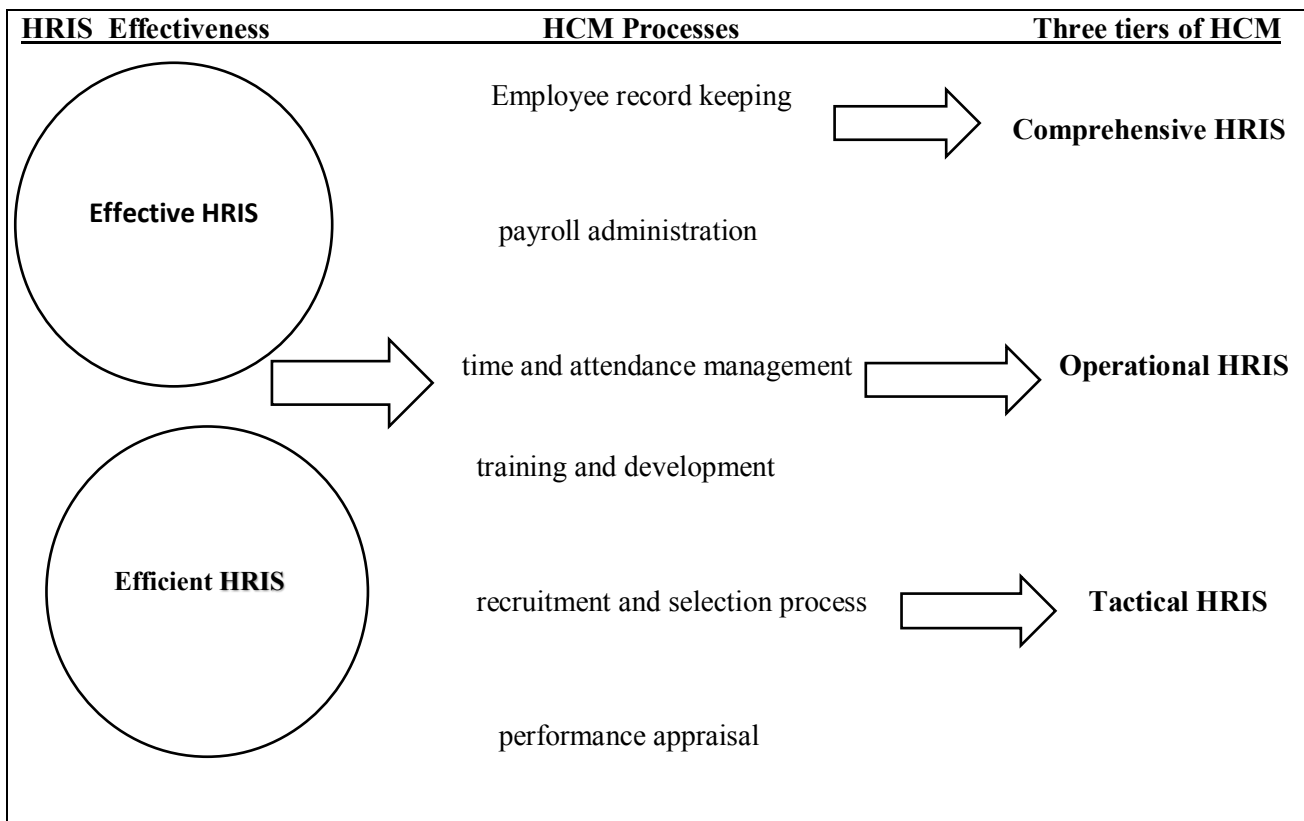
### **2.2 Conceptual Framework**

### **2.3 Importance of HRIS**

Human resource information systems HRIS helps in the automation of tasks and process the use of resources that is material, financial and human. In addition HRIS also helps to assist managers in HR process. According to (Hendrickson, 2003) notes that HRIS benefits an organisation in their HR processes by increasing the efficiency and effectiveness. More so, HRIS produces data as a by-product and has from –end web applications which can transfer part of HR data management to employees and line managers. Employees can be able to enter and update data by themselves which create more accuracy of data and saves time and costs.

Furthermore, HRIS leads to effective human resources decision making and also strengthening organisational effectiveness. According to Aggarwal et al, 2012 mentioned that HRIS not only helps the management and HR department but also assist the employees. HRIS enables to increase the overall decision making efficiency for the management of an organisation. It helps the HR department to possess of single data base of all employees in the company with all necessary information and opportunities of

different reports plus. In some organisations it also lets the employees attend internal training courses via the web in order to develop their personal skills and knowledge. As result, it encourages employees to make decisions and initiatives on the basis of information obtained in the HRIS. The research shall be guided by a model by (Saleem, 2012) that explains the effectiveness of HRIS at three tiers of HCM.



**Source: Saunders, Lewis and Thornhill (2007)**

**Figure 1.1 Three tiers of HCM**

This is a descriptive model concerning the effectiveness of HRIS. It emphasis that how the effective and efficient utilization of HRIS can assist in managing human resources at three different level in the organisation which are operational, comprehensive and tactical HRIS (Salem,2012).

## **2.4 Types of Human Resource Information Systems**

### **2.4.1 Operational HRIS**

Operational HRIS is of immense help to the manager. It provides the manager with all the required data to support routine and repetitive human resource decisions. Many operational level human resources system collect and report human resource data. These systems usually include information about the organization's employees and position and also about governmental regulations. One major sub-division under operational HRIS is that employee information systems, organisations need to keep a track of an employee's records and details pertaining to all kinds of personal and professional details including name, address, sex, minority, status, citizenship, education and past professional experiences. (Geraldine et al, 2012)

#### **2.4.2 Comprehensive HRIS**

The computerization of HRIS has resulted in an integrated database of human resource files, employee files, position, skills inventory files, affirmative action files, job analysis and design files, occupational health and safety files and many other human resources files are constructed in a coordinated manner using database management systems software so that application programs can produce reports from any of all the files. (Alan, 2004)

#### **2.4.3 Tactical HRIS**

Tactical human resource information systems provides managers with support for decisions that emphasize the allocation of resources. Within the domain of HR these include recruitment decisions, job analysis, and design decisions, training and development and also employee compensation plans. The decision are done through the human resource management department, therefore the tactical HRIS includes design information systems, recruiting information systems and employee training systems. (Alan, 2004)

#### **2.5 Benefits of using HRIS**

The major benefits of HRIS is improved accuracy that is the provision of timely and quick access to information. In addition other benefits of HRIS that were cited by (Wyatt, 2002) are improved productivity with HR organisation, cost reductions this is due to the fact that HRIS aids in reducing manual work associated with administrative paper work. HRIS also serves as a tool to improve communication systems within the organisation, this due to the fact that HRIS encompass networking systems which allows timely sharing of information. This then ultimately improves communication systems within the organisation. In addition another benefit of HRIS improves quality of work according to (Dileep, 2010) emphasizes that HRIS improves HR practitioners' quality of work. This is due to the fact that HRIS ensures availability of accurate, reliable and specific information on time to all users. This means that HR practitioners' might be able to effectively and efficiently execute their tasks.

## **2.6 The impact of HRIS on organisational effectiveness**

The department provide broader and more effective services when they operate via a web portal and this can be viewed as making the organisation more efficient. In most organisations the full potential of the HRIS is not fully utilized, this can be attribute to firms achieving automation of existing HR processes but failing to progress to a more advanced stage of an information culture (Sergio et al, 2010). In addition, according to (Rodriguez, 2000) few organisations systematically attempt to measure the effectiveness of their information system, whilst HR managers are stressing the need to better understand the factor that contribute to success of HRIS. According to (Robert, 2003) attributes the efficiency of HRIS to the system's ability to produce more effectively and faster outcomes than done on paper. (Robert, 2003) also cautions that implementing an HRIS program may be perceived as being a necessary step for an organisation, but unless it will be an effective tool for HR functions, it will not lead to greater efficiency but may hinder it instead.

However, ( Sergio at el, 2010) believe that an effective HRIS is imperative in today's organisations in order to cope with a number of issues such as increasing organisational

demands, a more extensive use of and need for information, continuous pressures to reduce costs, as well as making HR a more strategic business partner. HRIS has become a key enabler to increase organisational effectiveness. HRIS is a response to achieve cost effectiveness, reduce administrative workload, standardize HR processes or simply add strategic value in the decision making of the organisation. There is consensus among various practitioners that HRIS is a powerful tool to enhance the HR capability of an organisation. HRIS supports the planning and implementation of managerial key processes in the organisation such as executive decision making, technology selection and organisational reporting structures. Hence, the new HRIS system became an active tool to help employees engage more easily with the organisation and each other thereby steering greater productivity and business execution.

## **2.7 Factors which limit the effectiveness of the HRIS**

Regardless of key success factors in HRIS implementation, there are so many challenges being faced by the organisation. According to (Khatri et al, 2013) there are challenges in implementing HRIS that is management commitment in order for successful implementation of HRIS it requires participation and commitment from all area of the organisation because without this support, the HRIS will most likely be compromised and will cause disruptions in employee service. In addition another challenge is that level of cooperation, it is another area of concern because the level of cooperation needed across various functions and divisions of the organisation for proper implementation of HRIS is lacking.

## **2.8 Theoretical Framework**

### **2.8.1 Business Process Re- Engineering (BPR)**

The Business Process Re- engineering BPR theory which was invented (hammer and Champy, 1994) denotes that organisations should cast away old ways of doing things and develop new ones which more often than not improve effectiveness and efficiency of operations. According to (Thomas, 1994) BPR can be defined as a radical scrutiny,

questioning, redefinition and redesign of business processes with the aim of eliminating all activities not central to the process goals and automating all activities not requiring human judgmental input, or facilitating that judgement at reduced cost. This theory implies that organisations should heavily rely on Information technology in order to overhaul business process through use of benchmarks with the best performers in the industry, purchase of HRIS solutions and generating new ideas within the organisation.

Effective implementation of BPR more often than not, enables an organisation to have a competitive advantage in the industry and also positively improves organisational performance as postulated by (Millet and Harvey 1999). In addition, principles of the BPR theory, it can be deduced that HRIS is one of the results of BPR which is concerned with total removal of old ways of managing and running the HR function within the KE. Sound implementation of such HRIS which is a result of BPR can therefore enable the KE to achieve dramatic improvements in the contemporary areas of measurements which are costs reduction and organisational performance.

### **2.8.2 The Resource Based Model (RBM)**

The model essentially explains and predicts the relationship between the particular resources of a firm and sustainable competitive advantage by performance related outcomes (Armstrong, 2007). Superior performance through workers is emphasized when advanced technology that is HRIS and other resources are readily available to competing firms. The model distinguishes between physical and human resources, and emphasizes on issues of learning, including the knowledge and experience of the management team. It also focuses on the strategic importance of exploiting internal strengths and neutralizing internal weakness. Furthermore, the utilization of organisational resources such as collective skills possessed by the human capital and the HRIS leads to an effective and efficient organisation.

## **2.9 Empirical Research**

A study was conducted to assess the impact of the effectiveness of the human resources information systems HRIS at the Perlis State Secretary Office (SUK Perlis) in terms of

many dimensions. This included three variables which include the quality of information, end user beneficiation and the quality of equipment. The methodology included assessing the impact of the effectiveness of HRIS through quantitative and qualitative survey methods (ibid). Results from this study also substantiated the effectiveness of human resource information systems (HRIS) in the management of human resources in the SUK Perlis. All officers and employees of Perlis State Secretariat who gave feedback noted that they were satisfied with the quality HRIS as well as the quality of information, and system used to get user satisfaction (ibid).

The evolution of technology has encouraged organisations to use HRIS. This study paper interviewed two HRIS managers in the hospitality industry in Greater Region (Ghana) to identified filled positions, accurately analyzed each job position and its job title in the organisation, providing insight into organisational training needs, selected the right persons to be trained at the right time, evaluated the effectiveness of training programs and made faster and better decisions about successor ranking .It was therefore concluded that HRIS played a major role in the management of human resources. Organisations should integrate HRIS with other organisational systems to facilitate speedily sharing of information and decision making.

### **3.0 Justification of the Study**

There are less research, which focus on HRIS in most agricultural industries especially those in Africa. Several studies have carried in developed nations in the security sector. Hence this study was carried to assess the relationship between HRIS on organisational effectiveness in an agricultural sector in developing country (Zimbabwe).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The previous chapter dealt with the conceptual and theoretical frameworks relating to the relationship between HRIS on organisational effectiveness as well as the empirical findings. This chapter will cover the research methodology used in the collection of data for the research. It describes the research design, research subjects, research instrument, sampling techniques, instrumentation, data collection, presentation and analysis procedures.

### **3.2 Research design**

The study employed a descriptive case study research design for purposes of collecting data. As a research design, the descriptive survey was used to obtain information concerning the current status of a phenomenon. The method was chosen because it is more precise and accurate since it involves description of events in a carefully planned way. It also enabled the researcher to consider various sources of data. In addition, it provided the researcher with insights into life experience in a way that other research methods could not provide. It also enabled the researcher to get rich detailed information on current status of the problem through probing for clarification of issues.

#### **3.2.1 Case Study**

KE was used as the case study which allowed for an in depth analysis of the issues in question. The technique is usually used to narrow down a big problem into small discrete easily research problems. Additionally, it offered confidentiality to respondents and it allowed wide are coverage for the researcher to do the research findings. In addition, it enabled the researcher to analyse the records of KE as source of secondary data and to also conduct survey through the use of questionnaires. Nevertheless, it has some shortcomings. One shortcoming of using a case study was that it involved a single case that was KE, thus



making it difficult to generalize conclusions and also one of the main limitations is that the data collected cannot necessarily be generalized to the wider population.

### 3.2.2 Research Subjects

### 3.2.3 Population

The population of the study was comprising all 100 both managerial and non-managerial employees from HCM in the administration, security, poultry, horticulture, and workshop departments of Kent Estate. A sample of thirty research participants 30% of the target population of one hundred was used.

### 3.2.4 Sample

The researcher selected a sample of 30 from 100. These respondents were chosen from HCM in the administration, security, poultry, horticulture and workshop department. These was sampled as shown in the table 3.1 below.

Department	Total population	Number of respondents	Sample percentage of population
HCM in the administration	10	6	60%
Security	15	5	33%
Poultry	45	9	20%
Horticulture	21	7	33%
Workshop	9	3	33%

**Source:** Primary Data

**Table 3.1 Statistical representation of the sample size**

### **3.2.5 Sampling Technique**

Stratified random sampling techniques were used for selecting the research sample. The sampling technique involved the division of the sampling frame into categories so that the sample was representative of each department that was under study. The target population for Kent Estate employees was divided into strata by department that is HCM in administration, security, poultry horticulture and workshop. Dividing the population into distinct strata gives the researcher to draw inferences about specific subgroups that have been overlooked in a more generalized random sample.

### **3.3 Research Instruments**

The researcher used both qualitative and quantitative techniques to collect data. Interviews, self-administered questionnaires and secondary data sources were considered for collecting data in this research. This ensured data triangulation such that the advantages of each data collection method complemented the other. This also enhanced research validity and reliability.

#### **3.3.1 Interviews**

The semi-structured interview will be used to collect primary data from the respondents. Face to face interviews will be conducted in particular with managerial employees and non-managerial employees. Interviews enhanced an interaction between the researcher and the interviewee; therefore, it enabled the researcher to seek clarifications as well as providing instant feedback. In addition, the technique allowed the researcher to probe for further answers on certain issues that were not clear and hence collecting valid and reliable data. Furthermore, the instrument's flexibility allowed the researcher to identify non-verbal cues from the interviewees such as facial expressions and hence make judgements on the actions.

### **3.3.2 Questionnaires**

The researcher used self-administered questionnaires to collect primary data. One of the advantages of using questionnaires is that it covers a large representative sample thus allowing generalisability of research findings. In addition, questionnaires allow for the collection of large amounts of data within a short period of time and in a relatively cost-effective way. Another advantage of using questionnaires is that there is respondent anonymity. However, there are limitations to the effectiveness of questionnaires as data collection instruments. One of the limitations is that a questionnaire does not allow observance of non-verbal cues. More so, questionnaires do not provide for clarification of facts since there is no contact or interaction between the researcher and respondents, In addition, the effectiveness of questionnaires depends on the ability and willingness of the respondents to provide the data needed (Pandey and Pandey 2015).

### **3.3.3 Primary Data**

Primary data source was original data generated by the researcher. Primary data was used to collect data for the purpose of the study at hand to show the relationship between HRIS on organisational effectiveness. It was essential to this study because the researcher was provided with deep and rich data since the collected information was primary and first information. However, primary data collection was time consuming.

### **3.3.4 Secondary Data**

Secondary data may be in the form of organisation's records, previous research projects, textbooks, and academic journals were utilised in the study so as to have a comprehensive understanding of the research problem. Some of the merits of secondary data were as follows, information was readily available, hence saving time and costs. Data was inexpensive to collect as compared to primary sources. However, secondary data sources

posed some limitations. Some documents were collected for the purposes different from this study, hence outdated information. More so the data was outdated and irrelevant to the current problem causing the researcher to collect unreliable data.

### **3.4 Reliability and validity of research instruments**

The researcher did a pre-testing of the questionnaire using a small sample from the departments that were excluded from the research. This ensured that the research was going to be instrument consistent and measuring only the intended information in HRIS. More so, this enhanced question construction and avoid ambiguity. In addition, a pilot study was conducted using a random picking of respondents and made sure that they understood the questionnaire, thereby ensuring reliability of instruments.

### **3.5 Data Collection Procedures**

The researcher sought permission to carry out the study at Kent Estate from the management in writing. The cover letter was attached guaranteeing the organisation that the information to be obtained will be confidential and used for academic purposes only. When permission was granted, the researcher explained to fellow employees about the study and its benefits to the stakeholders. The questionnaires were distributed to respondents and the collection was done in one week. In order to increase the response rate, follow up calls and reminders were made both respondents and the interviewees of the date, venue and time of the interviews.

### **3.6 Ethical Considerations**

The researcher sought informed consent from the participants to ensure voluntary participation. A cover letter was attached assuring the respondents that the information was going to be private and confidential and the information was to be used for academic purpose only. Respondents were informed on the advantages of participation in the research. In addition, the researcher also sought permission from top management of Kent Estate to conduct the study.

### **3.7 Data Presentation and Analysis Procedures**

Microsoft excel was used for processing, analysis and interpretation of data. Quantitative and qualitative data from questionnaires and interviews respectively was critically analysed, and inferences and conclusions were made. The findings were presented in the form of tables, bar graphs and pie charts.

### **3.8 Chapter Summary**

This chapter explained the research methodology which covered the research design, research subjects, research instrument, sampling techniques, instrumentation, data collection, Ethical issues, data presentation and analysis procedures. The next chapter focuses on data presentation, analysis and discussion of research findings.

## CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION

### 4.1 Introduction

The present chapter focuses on presentation, analysis and discussion of research findings. Data was presented using tables, bar graphs and pie charts.

#### 4.1.1 Questionnaire analysis

#### 4.1.2 Questionnaire response rate

The summary of the research findings and the response rate of the respondents to which questionnaires were administered are shown below.

<b>Respondents</b>	<b>Questionnaires Administered</b>	<b>Questionnaires Returned</b>	<b>Response rate (%)</b>
HCM in the Administration	6	7	28
Security	9	6	24
Poultry	7	4	16
Horticulture	3	5	20
Workshop	5	3	12
<b>Total</b>	<b>30</b>	<b>25</b>	<b>83</b>

**Source:** Primary data

**Table 4.1: Percentage response rate for questionnaires by department (n=25)**

The results in table 4.1 above showed that 30 questionnaires were distributed and 25 were returned as the sample size, thereby giving an overall response rate of 83%.

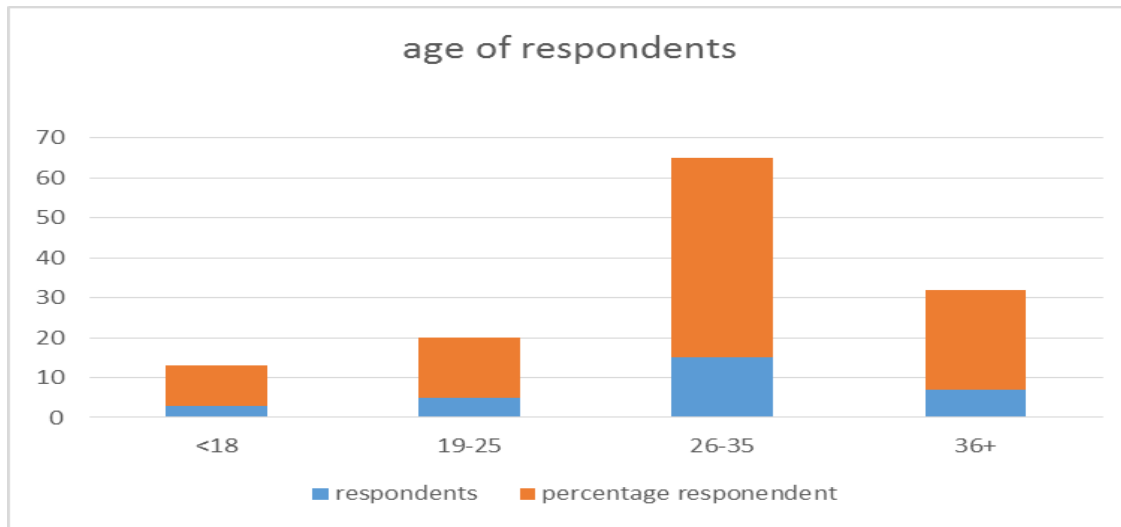
participants	Number of targeted interviews	Interviews conducted	Response rate (%)
Head of department	5	3	60

Source: Primary data

**Table 4.2: Percentage distribution of responses for interviews (n=3)**

The findings in the table 4.2 indicated that 3 out of 5 heads of department were interviewed and this translated to a 60% response rate.

#### 4.1.3 Demographic data of the respondents

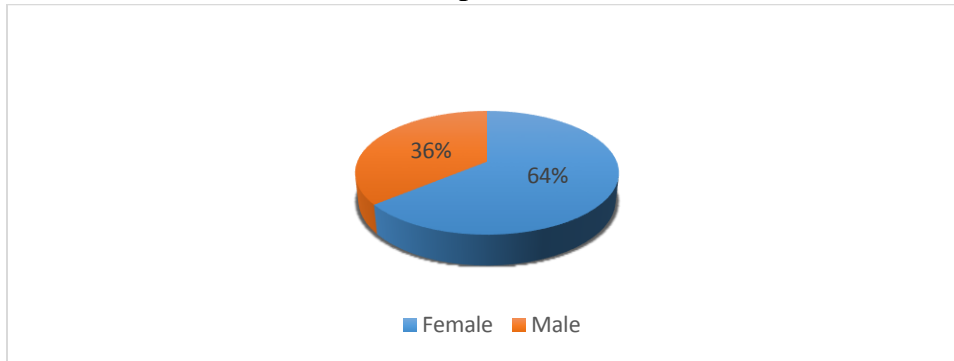


**Figure 4.1: Age distribution of respondents by age**

Source: Primary data

The findings above indicated that most of the employees (65%) were aged between 26 and 35 years.

#### 4.1.4 Gender distribution of respondents



**Source:** Primary data

#### **Figure 4.2: Percentage destruction of respondents by gender (n=25)**

The results in figure 4.2 above revealed that the majority of respondents (64%) were females.

#### 4.1.5 Distribution of respondents by job title

	<b>Frequency</b>	<b>Percentage (%)</b>
Managerial	6	<b>24</b>
Non Managerial	19	<b>76</b>
<b>Total</b>	<b>25</b>	<b>100</b>

**Source:** Primary data

#### **Table 4.3: Percentage distribution of respondents by job title (n=25)**

The results in table 4.3 above revealed that the majority of respondents (76 %) were non-managerial.



#### 4.1.6 Distribution of respondents by work experience

Period of work	Frequency	Frequency (%)
<1 year	3	12
1-4 years	6	24
4-8 years	12	48
8 years and above	4	16
<b>Total</b>	<b>25</b>	<b>100</b>

Source: Primary data

**Table 4.4: Percentage Distribution of respondents by work experience (n=25)**

The results in table 4.4 above indicated that half of the respondents (48%) had less than 8 years' work experience with KE.

#### 4.2 Descriptive analysis of respondents' perceptions in regard to HRIS at Kent Estate

Question number	Statement	RESPONSES					TOTAL (%)
		SA	A	N	DA	SD	
1	Maintenance of staff personal records	35	25	16	20	4	100
2	Effective recruitment and selection process	25	30	18	21	6	100
3	There is a relationship between HRIS and organisational effectiveness	40	24	12	18	6	100
4	Efficient and effective payroll administration	60	20	4	12	4	100
5	Performance appraisal	32	36	12	15	5	100
6	Time and attendance management	30	31	21	14	4	100
7	training and development	20	48	8	24	0	100

**Table 4.5: Percentage distribution of the respondents perceptions on HRIS (n=25)**

Key

**SA**-Strongly agree

**A**-Agree

**N**-Neutral

**DA**-Disagree

**SD**-Strongly disagree

The findings in table 4.5 above indicated the following perceptions on the relationship between HRIS on organisational effectiveness at KE.

**Statement 1: Maintenance of staff personal records**

The results in table 4.5, statement 1 above revealed that the majority of the respondents (60%) agreed that HRIS has maintenance of staff personal records

**Statement 2: Effective recruitment and selection process**

The results in 4.5, statement 2 above indicated that the majority of the respondents (55%) agreed that HRIS effective recruitment and selection process.

**Statement 3: There is a relationship between HRIS and organisational effectiveness**

The results in table in 4.5, statement 3 showed that the majority of respondents (64%) agreed that there is relationship between HRIS organisational effectiveness.

**Statement 4: Efficient and effective payroll administration**

The results in table 4.5, statement 4 above indicated that the majority of respondents (80%) agreed that the HRIS provide efficient and effective payroll administration.

**Statement 5: Performance appraisal**

The results in table 4.5, statement 5 showed that the majority of respondents (68%) agreed that HRIS provides performance appraisal.

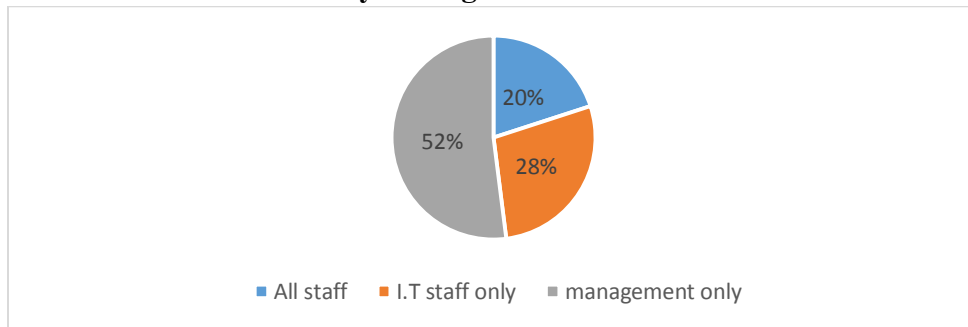
### Statement 6: Time and attendance management

The results in table 4.5 statement 6 above indicated that the majority of respondents (61%) agreed that HRIS in the organisation does not provide time and attendance management.

### Statement 7: Training and development

The results in table 4.5 statement 7 showed that the majority of respondents (68%) agreed that HRIS in the organisation provides training and development.

### 4.3 Who has access to HRIS in your organisation?

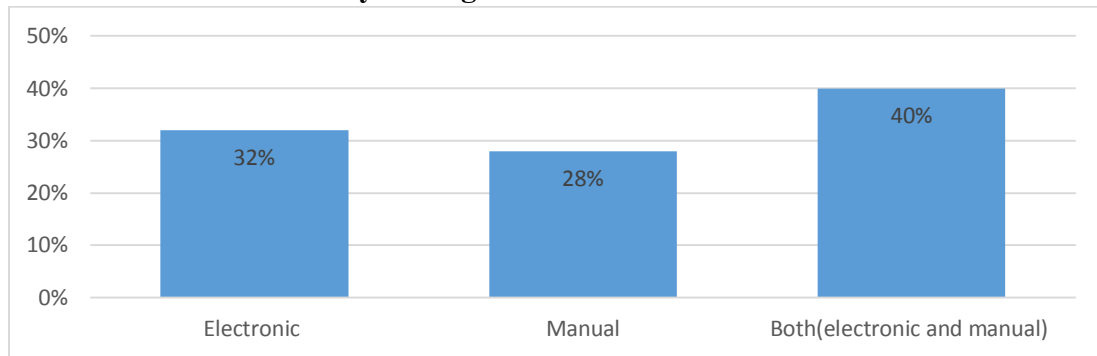


**Source:** Primary data

**Figure 4.3: Percentage distribution of respondents by employees (n=25)**

The results in figure 4.2 above revealed that the majority of respondents (52%) management only has access to HRIS.

#### 4.4 What form of HRIS exists in your organisation?



**Figure 4.4: Percentage distribution of respondents by gender (n=25)**

The results in figure 4.4 above revealed that that most of the employees agreed that (40%) of both (electronic and manual).

#### 4.5 Data analysis for managerial staff responses.

##### 4.5.1 Can you explain the relationship between HRIS on organisational effectiveness?

All the interviewed managers (100%) indicated that there was a positive relationship between HRIS and organisational effectiveness

##### 4.5.2 What are the effects of HRIS on organizational effectiveness?

The majority of the managers (75%) indicated that HRIS have a positive impact on organisational effectiveness if it was effectively or properly done and vice-versa

##### 4.5.3 What do you think are the outcomes of HRIS on organisational effectiveness?

All participants mentioned that poor HRIS may lead to demotivation of employees, poor performance.

##### 4.5.4 What are your suggestions/recommendations for improving HRIS on organisational effectiveness?

All interviewees (100%) indicated that HCM department should provide training and development so as to increase awareness of HRIS as well as to effectively implement.

## 4.6 Discussion of findings

Table 4.1 showed that there was (30%) response rate of self-administered questionnaires and (83%) on interviews, a sign which shows that the respondents attached value to the research project. High response rate provide the researcher with a basis for making decisions. The consistent with (Huang, 2001) who suggests that a response rate that is above (80%) is necessary for generalizing the results. Additionally (Mwema, 2014) found out that a well-designed interview guide has a 70-80% positive impact on the response rate that ensures true presentation of results.

The findings on the age range indicated that majority of the respondents (65%) were aged between 26-35 years. The efficient running and maintenance of KE demands the middle aged workforce who can be committed to their work in a fast paced environment. This concurs with the findings by (Hanson, 2007) who revealed that well grown up employees are the ones who should constitute large population in the organisation because they make informed decisions, active, well committed to their work as experience which they acquired over the years.

Findings from figure 4.2 revealed that majority of the employees, (64%) who completed the questionnaires were females. This indicated the dominance of the female at KE and showed a gender imbalance. This is in line with (Webber, 2015) whose findings are that women in agricultural industry are more than men. He acknowledged that women dominate the agricultural industry and are more experienced than men. The possible reason for the different could be that at KE the main activities are production of pepper, peas and potatoes and these products have their own tradition of preservation which demands more females than men.

In addition, the responses on both questionnaire and interviewees in table 4.5, statement 3, and 4.2.1 respectively revealed that HRIS at KE were effective which has led to organisational performance. This could have been attributed to the fact that the HRIS were used to manage and control the human resources. More so, the responses on both questionnaire and interviewees in table, statement and respectively indicated that there is a positive relationship between HRIS and organisational effectiveness.

Furthermore, findings from table 4.5, statement 7 and 4.2.4 revealed that all the respondents suggested training enabled employees to keep up with current changes in HRIS as well as enhance their efficiency and effectiveness, which would ultimately result in positive outcomes for KE.

#### **4.7 Chapter summary**

This chapter focused on data presentation, interpretation and discussion of the research findings. The next chapter reviews the summary, conclusions and recommendations of the study.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The previous chapter looked at data presentation, analysis and discussion of the research findings. This chapter focuses on the summary, conclusions and recommendations of the study.

### **5.2 Summary**

The main drive of this research was to assess the relationship between HRIS on organisational effectiveness at KE. The study established that the HRIS used at KE was not effective. The study established the relationship between HRIS on organisational effectiveness, the researcher found out that the ineffectiveness of HRIS at KE had led to inefficiency as well as poor productivity and organisational performance.

In addition, the study revealed that major HR functions were simplified and enhanced due to the managing of HRIS in the KE. Most of the respondents indicated that time needed to perform major HR task such as recruitment, selection, training and development, compensation and reward management. In addition, the study also established that employees especially no-managerial were not aware of the HRIS in the organisation. The contributing factor being that most of the organisation does not provide training and development programmes on HRIS.

More so, the established from the study illustrated that lack of financial support is the major cause of poor HRIS in an organisation. Financial resources play an important role in enhancing organisational effectiveness. In addition, the existence of positive relationship between HRIS and organisational effectiveness as most of the respondents and interviewees indicated that HRIS had a strong relationship on organisational effectiveness as it could be efficiently aligned to support organisational strategies.

### **5.3 Conclusions**

The study concluded that HRIS has a strong relationship on HCM process because all the information that is needed for decision making on human capital is gathered from HRIS. However, the study also showed that the current HRIS is able to supply the HR department with necessary information for efficient and effective.

In addition, the study concluded that the factors which limit the effectiveness of the HRIS is that an organisation must develop an effective training and development programmes so as to improve employee performance through HRIS.

More so, the study concluded that there is a positive relationship between HRIS and the overall organisational work systems in an organisation. This is supported by the fact that HRIS led to the achievement of employee motivation, job satisfaction, training, communication and improved HR planning, recruitment and selection as well as quick decision making which are the key on effective overall organisational work.

The study concluded that there is a strong relationship between HRIS on organisational effectiveness. This is supported by the factor poor HRIS results to low performance and low productivity whilst effective HRIS result in higher employee performance and boost staff morale leading to organisational effectiveness.



## **5.4 Recommendations**

### **5.4.1 Recommendations for Policy Makers**

The study recommends that KE should formulate and put in place a policy and employees must be continuously being involved thereby have an effective HRIS solution supported with a thoughtful succession planning policy can rapidly boost organisational effectiveness.

### **5.4.2 Recommendations for Practice** (recommendations for Kent Estate managers and

Subordinates)

The study recommends that management should prioritize the training and development of employees who use the HRIS to ensure that they have expertise and knowledge. The research recommends KE to conduct HRIS relating training programmes exercise so as to equip its workforce with skills, knowledge and attitudes needed effectively and efficiently to utilize the HRIS which then aid in enhancing organizational effectiveness. In addition, the research recommends KE to engage employees in the decision making process so as to ensure effective HRIS which thereby enhancing organisational effectiveness. The study further recommends that the HR department should be involved in strategic meetings so as to influence the continual support of the system.

### **5.4.3 Recommendations for Researchers**

The study was done under the agricultural sector, to assess the relationship between HRIS on organisational effectiveness. A similar study should be carried out in non-agricultural sectors in order to have a broad view of the findings from this case study.

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**APPENDIX 1: COVER LETTER**

**REQUEST CARRYING OUT THE RESEARCH**

Bindura University of Science Education

Private Bag 1020

Bindura

25 June 2020

The Human Resources Manager

Kent Estate

Box149

Norton

Harare

Dear Sir/Madam

**Re: Request for permission to carry out a research at your organisation**

I am a fourth year student at the above mentioned institution, studying for a Bachelor of Commerce Honours Degree in Human Capital Management. It is a requirement of the university that all students on attachment carry out research projects in partial fulfillment of the degree requirements. I am, therefore, kindly seeking permission to carry out research at your organisation on the topic “the relationship between Hman resource Information systems on organisational effectiveness”

Your cooperation will greatly appreciated

Yours Faithfully

.....

**B1645674**

**HUMAN CAPITAL ATTACHEE**

**APPENDIX 2: COVER LETTER**  
**BINDURA UNIVERSITY OF SCIENCE EDUCATIONN**



Dear Sir/Madam

I am a fourth year student at the above mentioned institution and studying towards Bachelor of Commerce Honours Degree in Human Capital Management who has finished attachment at your organisation. As required by the institution. I am carrying out research project in partial fulfillment of my studies. My research topic is entitled “the relationship between Human resource Information systems on organisational effectiveness”. A case of Kent Estate

I am kindly asking your assistance by completing the questionnaire attached to this letter as honestly as possible. The information that you will provide will be treated with utmost confidentiality and will be exclusively used for academic purposes.

Please do not write your name on the questionnaire. Your completion and the subsequent forwarding of this questionnaire to the undersigned will be interpreted as implying your willingness to participate in this study. If you feel uncomfortable responding to any question contained in the questionnaire, please feel free to ignore such questions.

Thank you for cooperation in this study

Yours Faithfully

.....

**B165674**

# HUMAN CAPITAL ATTACHEE

## APPENDIX 3: QUESTIONNAIRE FOR RESPONDENTS

### SECTION A: DEMOGRAPHIC DATA

**Instructions:** Kindly tick in the relevant box.

**1. Gender**

Male  Female

**2. Age**

Below 18 years

19-25 years

26-35 years

Over 35 years

**3. Are you a managerial or a non-managerial employee?**

Yes  No

**4. How many years have you worked for Kent Estate? (Tick (✓) where appropriate).**

<1 year

1-4 years

4-8 years

8 years and above

**SECTION B: RESEARCH RELATED DATA.**

5. To what extent do you agree with the following statements in regard to HRIS at Kent Estate?

(Tick (√) where appropriate).

Statement	SA	A	N	DA	SD
Maintenance of staff personal records.					
Effective recruitment and selection process.					
Efficient and effective payroll administration.					
Performance appraisal.					
Time and attendance management					
Training and development.					

Key

SA-Strongly agree

A-Agree

N-Neutral

DA-Disagree

SD-Strongly disagree

6. Who has access to the HRIS in your organisation?

All staff

Management only

I.T staff only

**7. What form of HRIS exists in your organisation?**

Electronic

Manual

Both (electronic and manual)

**APPENDIX 3: INTERVIEW GUIDE FOR MANAGERIAL STAFF**

1. Can you explain the relationship between HRIS on organisational effectiveness?
2. What are the effects of HRIS on organizational effectiveness?
3. What do you think are the outcomes of HRIS on organisational effectiveness?
4. What are your suggestions/recommendations for improving HRIS on organisational effectiveness?

**THANK YOU FOR YOUR COOPERATION**





