EFFECTIVENESS OF HUMAN RESOURCE INFORMATION SYSTEM
FUNCTIONS ON PERFORMANCE OF HIGHER LEARNING INSTITUTIONS: A
CASE OF TENERU INSTITUTE OF COMMUNITY DEVELOPMENT

BY

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Masters of Science in Human Resource Management (MBA-HRM)
Institute of Accountancy Arusha

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MBA-HRM/0029/2021

A Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree of Masters of Science Human Resource Management (MBA-HRM) at the Institute of Accountancy Arusha

December, 2022
CERTIFICATION

I undersigned, certify that I have read and hereby recommend for acceptance by the Institute of Accountancy Arusha the dissertation entitled: “EFFECTIVENESS OF HUMAN RESOURCE INFORMATION SYSTEM FUNCTIONS ON PERFORMANCE OF HIGHER LEARNING INSTITUTIONS: A CASE OF TEMBERU INSTITUTE OF COMMUNITY DEVELOPMENT” in fulfilment of the requirements for the degree of Masters Science Human Resource Management (MBA-HRM) offered at the Institute of Accountancy Arusha.

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

Mr Richard Sikira
(Supervisor)

Date ..............................................
DECLARATION

I, Abubakari Ahmad Juma, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any university for a similar or any other degree award.

Signature…………………………………………

Date………………………………….
DEDICATION

This paper is dedicated to Almighty God without whom I never see this bright day of my greatest achievement.
ACKNOWLEDGEMENTS

I would like to express my heartfelt gratitude to Almighty God for providing me with the power, health, and bravery to overcome hurdles and challenges on the way to completing this project. I would also like to thank everyone who helped me with my research report in some manner. This research is the labour of many people, and it would not have been possible without them. I appreciate their efforts, and it is impossible to name everyone personally; thus, just a handful are named below. First and foremost, I would like to thank my supervisor, Mr Richard Sikira, for his ongoing support and direction from the beginning of the project till the conclusion of the research report. Second, I would like to convey my deepest gratitude and thanks to Said Msagala and Kuruthum Ahmed Laizer, who worked tirelessly to assist me in completing this study report. Finally, I would like to thank Kelvin J. Ndugu and Rukia Hamis for their ongoing assistance and direction during my study.
ABSTRACT

Organisations clearly recognise that human resource information systems improve HR efficiency and hence organizational effectiveness. This has resulted in the increasing adaptability of these systems, but methods of quantifying their efficiency are unknown. Given the time and expense associated with HRIS deployment, organisations must justify this commitment. Therefore, this study sought to evaluate the effectiveness of Human Resource Information System (HRIS) functions on the performance of higher learning institutions, a case of the Tengeru Institute of Community Development. Specific objectives of this study were: to assess the effectiveness of HRIS personnel records management on the performance of TICD, to determine the effectiveness of HRIS payroll management on the performance of TICD and to examine the effectiveness of HRIS employee relocation on the performance of TICD. The researcher used a descriptive research design for collecting data and techniques used in the analysis. The population of this research constituted all employees of all departments of TICD. The researcher used simple random sampling to select respondents. Both primary data and secondary data were collected for the study. Data were analysed using descriptive and inferential statistics with the aid of SPSS version 26.0. Findings revealed that there is a significant relationship between Human Resource Information System (HRIS) personnel records and TICD performance. Findings depicted that there is a significant relationship between HRIS payroll management and TICD performance. The study findings indicated that there is a significant relationship between HRIS employee relocation and TICD performance. The study recommends that further study should focus on the challenges facing the organisation in implementing HRIS functions.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CBE</td>
<td>College of Business Education</td>
</tr>
<tr>
<td>CEOs</td>
<td>Chief Executive Officers</td>
</tr>
<tr>
<td>e-HRM</td>
<td>electronic Human Resource Management</td>
</tr>
<tr>
<td>HCMIS</td>
<td>Human Capital Management Information Systems</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>HRIS</td>
<td>Human Resource Information System</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Science</td>
</tr>
<tr>
<td>USIU</td>
<td>United States International University Africa</td>
</tr>
<tr>
<td>TICD</td>
<td>Tengeru Institute of Community Development</td>
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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides a detailed background of the study, statement of the problem, research objective, research questions, scope of the study and limitation of the study as well as significance of the study. This study seeks to evaluate the effectiveness of Human Resource Information System (HRIS) functions on the performance of higher learning institutions, with a special focus on the Tengeru Institute of Community Development.

1.2 Background to the Problem

The world's rapid advancement of science and technology has prompted the automation of human resource tasks of HRIS (Trivena and Silintowe 2019). It is clear that the advancement of science and technology has shifted many businesses from the usage of old manual information documentation to the new information storage system based on digital devices. This significant change in information management has pushed transformation in most organizations, where all human resource operations have been automated in order to cope with the issue at a faster speed (Kolatshi 2017).

The HRIS is a desirable system utilised in manipulating, gathering, storing, and delivering essential information depending on an organisation's human resource system (Osei Nyame and Boateng 2021). It is a database aimed at the procedural systems of recruiting, job qualification, hiring procedure, and employee diversity professional growth in the workforce. An efficient human resources department allows workers to contribute to the organisation's productivity as
it achieves its aims and objectives. The HRIS system encompasses the use of modern information technology in managing an organisation's human resources, which includes an electronic system and the HRM process (Rainer and Cegielski 2020).

The implementation of this HRIS system has been a critical aspect of the HRM of industrial businesses. Previously, the industrial industry used this HRIS system to manage human talent. Recently, these businesses began using automated electronic systems in the process of introducing specialised HRIS that seeks to reduce the transaction routine based on conventional resource activities that deal with advanced transformational concepts (Strohmeie and Kabst 2019). The usage of the HRIS entails the interaction process of information technology and the human resource management system, which integrates a database shared by the human resource as they give a common language that integrates and service and the efficacy of the HRIS (Hanif 2017).

Globally, the use of technology in Human Resources (HR) has increased dramatically, and HR management techniques are evolving with CEOs, managers, and workers (Schäffner 2020). Between the 1960s and 1980s, human resources were incorporated into the main company goal, and there was a major increase in policy and regulatory reporting obligations for workers (Kaygusuz, Akgemci and Yilmaz 2019). The Human Resource Department surpassed other computer-access work categories as a major consumer of the day's expensive computing equipment. During this time, HRIS systems were computerised and well-established in size and breadth, but basic record-keeping methods survived (Armstrong 2019).
Africa has been playing with technology, and it is time to catch up with the rest of the world. Nonetheless, no security response to the usage of digital systems or effective communication with technology has been provided to HRIS (Piabuo et al., 2017). The majority of them continue to rely on physical communication methods such as parcel delivery. Organisations must completely adopt HRIS to satisfy the changing demands of the firm, including employee performance, which leads to better organisations in the long-term. Africa must use current ICT and social media technology to rationalise or even transform internal HR procedures (Sulastri 2018). Companies in Africa are seeking to apply the system encounter human, physical, financial, and resource obstacles that prevent them from resolving employee performance concerns (Obeidat, 2019). Silva and Lima (2018), however, reported that there is a gap in organisations that lack ideas about the impact of HRIS on organisation performance.

Human Resource Information System (HRIS) has been implemented in Tanzania since 1995; nevertheless, its usefulness in HR management at various institutions at various times has yet to be established. To make a human resource department more effective and efficient, as well as to improve overall performance, new technologies are currently being introduced on a regular basis, making work easier and more contemporary (Wahyudi and Park 2019). The advent of HRIS is one of the most recent human resource technologies; this integrated system is meant to assist firms in providing information utilised in HR decision-making, such as administration, payroll, hiring, training, and performance analysis. In particular, the usage of HRIS has been designed as a means for HR professionals to become strategic partners with top management (Hanif 2017). The aim was that HRIS would make the HR function more efficient and give better data for decision-making. If this is true in the case of various organisations functioning in
Tanzania, the Tengeru Institute of Community Development, in particular, needs to be established and evaluated.

In harnessing the opportunities provided by Information and Communications Technology, an integrated Human Resource and Payroll management system, known as Human Capital Management Information Systems (HCMIS), was implemented as a tool for effective management of HR and Payroll in the Public Service. However, the question of whether HRIS adoption produced the intended effects for the Tengeru Institute of Community Development remains unanswered. This study, therefore, sought to evaluate the effectiveness of HRIS functions on the performance of the Tengeru Institute of Community Development.

1.3 Statement of the Problem

Efficient human resource management is a crucial concern for every learning institution seeking to maintain a competitive advantage in today’s changing economy. Today’s learning institutions encounter several uncertainties and shocks that have an impact on how firms run. Globalisation, ever-changing and innovative technical developments, changing roles within and within companies, ever-growing and active trade unions, uncertain economic and political contexts, and ethical and environmental challenges affecting enterprises are just a few examples (Sixtus, 2022). HRIS implementation at educational institutions is frequently described as engaging and tough work that radically alters the social culture, structure, procedures, and reactions of organizational personnel, such as their commitment (Nielsen 2019).

HRIS allows HR to assume a more strategic position by reducing the time required to complete transactional tasks and processes. HRIS contributes to more rapid decision-making in HR
growth, planning, and administration due to the ease with which information is stored, retrieved, updated, categorised, and analysed (Paulo, 2017). According to Grant (2020), despite the fact that human resource information systems have grown in favour as a strategy for successful HR operations and competitive advantage, little evidence of their efficacy is available in Tanzania. Organizations clearly recognize that human resource information systems improve HR efficiency and hence organizational effectiveness. This has resulted in the increasing adaptability of these systems, but methods of quantifying their efficiency are unknown (Lukumay 2021). Given the time and expense associated with HRIS deployment, organizations must justify this commitment.

Several HRIS studies have been undertaken, including Maeleny (2019), who investigated the variables affecting the choice to implement HRIS in hospitals. His findings identified five major variables influencing HRIS implementation decisions: staff IT competencies, IT infrastructure, perceived cost, top management support, and competitive pressure. Sohal (2020) discovered that the use of HRIS was prioritised in HR operations like planning and recruiting, whereas corporate communication was prioritised the least. Kinyua (2010) found that a key obstacle in the deployment of HRIS in Kenyan state businesses is the acceptance and usage of ICT. Matilda (2021) identified user satisfaction, attitudes, beliefs, and cultural and behavioural difficulties as significant factors influencing effective information system deployment. The degree of information technology adoption at Kenyan public institutions was low in human resource functions, making it nearly difficult for human resource departments to enjoy the benefits of embracing information technology. Nonetheless, because of differences in the operational environment and company sizes, these findings cannot be extended to the Tanzania setting.
The system was adopted by the Tengeru Institute of Community Development in the year 2010. It was created to modernise various tasks performed inside HR departments, such as the payroll system, which made it impossible to spot ghost workers, and employee data, which was previously done manually and made it difficult to trace the data. However, much is not known about the effectiveness of Human Resource Information System functions which creates a great knowledge gap in the research as to how HRIS functions at the Tengeru Institute of Community Development contribute to better performance. This study aimed to find a reliable link between Human Resource Information System functions and performance at the Tengeru Institute of Community Development. Therefore, finding the effectiveness of HRIS functions on the performance of the Tengeru Institute of Community Development would be essential in providing the body of knowledge.

1.4 Research Objectives

1.4.1 General Objective

To evaluate the effectiveness of Human Resource Information System (HRIS) functions on the performance of higher learning institutions, a case of the Tengeru Institute of Community Development (TICD)

1.4.2 Specific Objectives

i. To assess the effectiveness of HRIS personnel records management on the performance of TICD.

ii. To determine the effectiveness of HRIS payroll management on the performance of TICD.
iii. To examine the effectiveness of HRIS employee relocation on the performance of TICD.

1.5 Research Questions

i. What is the effectiveness of HRIS personnel records management on the performance of TICD?

ii. What is the effectiveness of HRIS payroll management on the performance of TICD?

iii. What is the effectiveness of HRIS employee relocation on the performance of TICD?

1.6 Scope of the Study

The scope of this research was limited to the Tengeru Institute of Community Development and employees constituting the case study. The study was done at the Tengeru Institute of Community Development. The researcher visited and obtained opinions from nearly all departments of the Institute.

1.7 Limitations of the Study

The researcher faced the following limitations.

i. The first limitation was financial constraint since the scope of the study is employees of the Tengeru Institute of Community Development, Tanzania. Therefore, the researcher sought information from a smaller sample which reduced the printing cost of the instruments also the cost of movements.

ii. Time was another limitation of this study. To address this constraint, the researcher took a leave of absence from his job, which began as soon as the study was approved.
This allowed him to devote his whole focus to the study, improving its output in terms of both quality and timeliness.

iii. Another limitation of the study was getting respondents to answer the question thoughtfully and honestly. The research, however, included a brief introduction to the study to educate members on the aim of the study and how honesty was critical in gathering accurate information since the recommendation was shared with management for execution.

1.8 Significance of the Study

The prospective objectives of this study are expected to be significant to the followings:

i. Policy Makers

The findings of the study may provide feedback to the organisation about the effectiveness of HRIS functions on the performance of higher learning institutions. The results will demonstrate the benefits and influence of HRIS in the effectiveness of higher learning institutions, thus providing a competitive advantage.

ii. Academicians

This study will provide an empirical framework that further contributes to additional enquiry for other researchers who need the inner concept of the same study.

iii. Tengeru Institute of Community Development

The findings of this study will help the Tengeru Institute of Community Development management teams to improve HRIS that facilitates the performance of the organisation. The findings and proposed solutions are expected to be applied in institutions elsewhere in developing countries facing similar problems.
1.9 Organisation of the Study

This dissertation is organised into five chapters. Each chapter has got independent topics and subtopics. The study has tried to organise them as follows;

a) Chapter one: This chapter encompasses the introduction, background of the study, which illustrates the prevailing general conditions regarding the subject matter under study, statement of the problem, major and specific objectives, and research questions, the significance of the study, limitations of the study and organisation of the paper.

b) Chapter two: This is about conceptual frameworks, Theoretical and empirical investigations and experiences from other studies done by others.

c) Chapter three: Deals with the methodology of the paper in which area description, sampling techniques, sampling size and analytical tools have been stated.

d) Chapter four: Deals with the findings from the study in relation to the research objectives.

e) Chapter five: This deals with the summary of the major findings, conclusions and recommendations, as well as an area for further studies.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents an assessment of the literature review on what has been covered by other researchers and analysts. The review aims to capture their views on the subject matter being discussed and is aligned with the theme and objectives of the study. The areas covered underpin both the theoretical and empirical aspects of the study.

2.2 Definition of Concepts

2.2.1 Human Resource Information Systems (HRIS)

According to Sulastri (2018), an HRIS is an online solution or software that is used by an enterprise's HRM for the main purpose of data entry, data capture, and data informational needs for bookkeeping and payroll activities. The HRIS is a database that contains a variety of information on the organisation's human resources. The HRIS is a comprehensive system for performance management, development and learning, recruiting, and several other HR-related operations (Sulastri 2018). For this study, Human Resource Information System is a system used to collect and store data on an organisation's employees, like their name, address, age, salary, benefits, time and attendance, performance reviews, and more. This data is valuable input for data-driven decision-making in HR.

2.2.2 Performance of Higher Learning Institutions

The term "Higher Learning Institution" refers to a college, university, or similar institution, including a technical or business school, that provides postsecondary level academic instruction
leading to an associate or higher degree if the school is authorised to grant an associate or higher degree by the appropriate State education authority under State law. Most performance indicators in a higher learning institution context measure the progression or completion of final outputs related to teaching and research, such as study credits, degree awards, publications, competitive research funding awarded, citations, patents, level of competitive/external research funding, or student satisfaction (Kivistö and Kohtamäki 2016)

2.2.3 Personnel Records Management

Personnel Records are records pertaining to an organisation's employees (Khateri 2020). These records are gathered, true and extensive data are recognised with worry records, and they are contained. All data with an influence on HR in the association are kept under strict supervision. Such records are important to a director in several decision-making areas. Personnel records are maintained in order to define and evaluate personnel strategies and approaches. Personnel records provide complete information on all representatives, such as name, date of birth, conjugal status, academic abilities, competent skills, and prior job subtleties.

2.2.4 Payroll Management

Payroll is a vital document that organisations and businesses use to manage their employees on a daily basis. It is a document that comprises a list of all the workers of a firm that are paid for work done or services provided to that company (Munjuri 2011). Payroll administration is the administrative process of paying employees for their services. It also keeps track of employee gross earnings, payroll deductions, and net pay, as well as the employer's payroll tax due (Kidombo 2019). For this study, payroll management is the administrative task of compensating
employees for services rendered. It also provides a financial record of employee gross earnings, payroll deductions and net pay, as well as the employer's related payroll tax liability.

2.2.5 Employee Relocation

Employee relocation, according to Huselid (2019), occurs when a firm decides to relocate a new or current employee from one area to another and will typically lure them with various advantages to assist in making the transition simpler and cheaper. Employees may be relocated for a variety of reasons, including the opening of a new site, filling a vacant position in another area, professional advancement, and more (Kidombo 2019). For this study, employee relocation is the process of moving a new or existing employee from one location to another for work purposes.

2.2.6 Effectiveness

Effectiveness, according to Wilson (2018), is the power to produce the desired result or is the ability to do something or produce something without wasting materials, time, or energy the quality or degree of being efficiency (technical), but also as the power to produce the desired result. For this study, Effectiveness is the capability of producing the desired result or the ability to produce the desired output when something is deemed effective.

2.3 Theoretical Literature Review

2.3.1 A Theory in Strategic Management

This theory explains the relationship between IT services and the firms' performance by Wernerfelt (1984); he goes on to explain that a firm's performance is a result of the resources it
possesses or owns. If the firms’ resources are rare, valuable and non-substitute, the more the firms has and edge over competitive advantage. So, we see that the IT acts as a compliment over the firm’s other resources as it increases the value of its resources and capability. Also, Wright and McMahon (1992) concluded that on Barneys (1991) Resource-based theory that a firm can enjoy sustained competitive advantage if it existing Human resources achieve the four important attributes such as valuable, rare and non-substitute. He explained that they must add value to the firm’s production process. Hence with the above discussion IT and HR are two of the firm’s resources that improve the firm’s capabilities towards performance. This theory assisted the researcher in examining the effectiveness of HRIS personnel records management, HRIS payroll management and HRIS employee relocation on performance of Tengeru Institute of Community Development.

2.3.2 Innovation Adoption Theory

Innovation Adoption theory was developed by Rogers (1995). HRIS has been subject to many studies examining different aspects of it, including innovation adoption. Management of human resources in an organisation cannot work smoothly if the HRIS is not adopted properly. Diffusion goes beyond the two-step flow theory, centring on the conditions that increase or decrease the likelihood that an innovation, a new idea, a product or a practice will be adopted by members of a given culture. The adoption of a new idea is caused by human interaction through interpersonal networks. If the initial adopter of an innovation discusses it with two members of a given social system, and these two become adopters who pass the innovation along to two peers, and so on, the resulting distribution follows a binomial expansion. Diffusion of innovation theory predicts that media, as well as interpersonal contacts, provide information and influence opinion and judgement (Stanley, 2013).
Studying how innovation occurs, Rogers (2016) argued that it consists of four stages: invention, diffusion (or communication) through the social system, time and consequences. The information flows through networks. The nature of networks and the roles opinion leaders play in them determine the likelihood that the innovation was adopted. The distribution of any innovation, whether it is a physical product, process, or ideology, has been likened to the diffusion of one liquid through another, gradually exposing the entire volume to the new element. According to Rogers (2016), all exposed individuals must make a decision about whether to accept or reject the innovation. For some, the decision is instantaneous, but for others, the process is long, requiring deeper investigation of the innovation and its predicted outcomes.

HRIS has been subject to many studies examining different aspects of it but innovation adoption (Troshani, Jerram and Hill 2011). Management of human resources in an organisation cannot work smoothly if the HRIS is not adopted properly. The HRIS adoption improves better utilisation of information in the organisation while boosting its performance. This theory guided the researcher in determining the effectiveness of HRIS functions on the performance of the Tengeru Institute of Community Development.

2.4 Empirical Literature Review

2.4.1 Personnel Records Management

Mutahi and Busienei (2018) sought to establish the relationship between strategic human resources management practices and the performance of public universities in Kenya. The study was a census with a target population of the public universities in Kenya and their constituent colleges. Senior HR officers and administrators were the units of analysis where a response rate of 58% was obtained. Data was collected using a semi-structured questionnaire
and was subsequently analysed using SPSS. Research findings suggested that strategic human resource management practices have a significant effect on the performance of public universities in Kenya. Further, findings revealed that HRIS personnel records management, reward management, training and development and resourcing practices, respectively, influenced the performance of public universities. Based on the findings following key recommendations were made: Management of public universities to develop employment policy that encourages job security; investment in HRIS to automate resourcing practices; government to ensure that selection in public universities is based on equal employment opportunity principle, management to conduct a staff competency analysis in order to address training and development needs.

Kemei (2019) on the influence of HRIS utilisation on employee performance in private universities in Kenya, a case study of USIU – Africa concluded that when the HRIS component function is optimal, employee performance is significantly improved. Employee performance is enhanced when the HRIS self-service portal is easily accessible. HRIS improves the human resource records management and communication of information within the organisation. He recommends more investment in database storage to equip managers to make better strategic decisions. Adoption of the system should be a priority, thus leading to the fulfilment of organisation requirements and the commitment of the employee to organisation goals.

Furthermore, Midiwo (2019) argues that even though human resource information systems have gained popularity as a strategy for effective HR operations and competitive advantage, little information exists on their impact in Kenya. It is clear that organisations understand that human resource information systems positively affect HR efficiency and hence organizational
performance. This has led to the increased adoption of these systems; however, organisations are yet to seek ways of measuring their effectiveness.

Smith and Kelly (2017) did a study on the importance of HRIS on organisations, and they found that they can effectively attract, develop, and retain a diverse group of the best and the brightest human talent in the marketplace. Many HR executives and managers are so busy taking care of their daily duties, which are generally administrative, that they neglect to consider important issues that are coming down the road.

Rahimi (2019) investigated the potential effects that human resources information systems have on the quality of work life in the public sector in Kashan, Iran. This study is conducted within a descriptive-correlation approach; the statistical population included 11500 employees working in the public sector in Kashan. From the population, 225 individuals were selected through random cluster sampling for as sample. The instruments employed included Human Resources Information System (HRIS) Questionnaire which is a close-ended questionnaire with 40 items and 4 elements and Quality of Work Life Questionnaire with 24 and 6 elements which is designed based on a 5-level Likert scale. The content and construction validities of the questionnaires calculated by the researchers and confirmed by the experts in the field. The reliabilities for each phase questionnaires are obtained through Cronbach alpha which indicated.91 for Human Resources Information System and.90 for Quality of Work Life. The data obtained through the inferential statistics (correlation, t-test, regression and structural equation modelling) are calculated through SPSS and Amos. The findings of this study revealed that the human resources information system and quality of work life is at acceptable levels for
the employees under study. The results of correlation coefficient show that there is a significant and positive relationship between human resources information system and the quality of life.

2.4.2 Payroll Management

Khrais (2021) sought to assess the impacts of the Human Resource Information System (HRIS) on manufacturing firms in the Middle East. The HRIS plays a significant role that assists in the effectiveness of Human Resource Management (HRM). In this case, the study aims at inspecting the impacts of HRIS on the effectiveness of HRM in the selected manufacturing firms in the Middle East. The HRIS is a measure of a five-dimensional structure of the effective communication, top management, human resource management, payroll management and training information system that is incorporated with the measure of the effectiveness of the HRM in the recruitment, performance, and planning of the functions of human resource in the selected firms. The data is obtained from a secondary survey and analysed using SPSS. The results revealed that the HRIS explains approximately 85% of the selected manufacturing firms in the Middle East variance in the HRM. Therefore, the manufacturing companies need to adopt the HRIS system since it has positive impacts on the effectiveness of the HRM in the management of these manufacturing companies.

Hatib (2020) evaluate the Role of Human Resource Information System (HRIS) in enhancing effective Human Resource Management. The methodology used was a case study and tools used were questioners. The data was collected through interview as well as questioners. The findings of the study showed that CBE has made some efforts to adopt HRIS technology, for example, it is used for payroll processing, which uses the system called pastel and make any deduction with regard to employees' salaries. Also, a system called Human Capital
Management Information Systems (HCMIS) which give information on staffs has been connected with “Utumishi” and CBE management is able to update employee status which eases communication among top and down and supports development of workers. However, the study realised that large number of staff were reluctant to use the technology. The virus threat is a problem though protected by modern anti-virus, technology changes, financial problem as well as low capacity software, whereby it became difficult to process and for the management to review as it is so expensive. The study recommends that CBE should improve and provide support to the system and listen to the problem and suggestions of the end users. Also, management should sensitise employees on the use of the system as it is easier to use, faster and can minimise time used compared to paper files.

A study by Atika (2017) on the factors influencing the effectiveness of HRIS at the National Cereals and Produce Board in Kenya concluded that HRIS improved payroll management and reduced costs. Training on the use of the system as well as managing organizational change affected the effectiveness of the system. A study by Atsanga (2013) on the perception of effectiveness of HRIS by branch managers in Kenya Commercial Bank Ltd in Kenya found out that HRIS improved information quality. The managers at the bank were satisfied with the HRIS and viewed it as easy to use and a success generally.

2.4.3 Employee Relocation

Nyathi (2022) conducted a study named realising employee and organizational performance gains through electronic human resource management use in developing countries. Data were collected through a survey involving 35 organisations using electronic human resource management (e-HRM) systems. A purposive sampling technique was employed. Regression
analysis making use of Process macro in Statistical Package for the Social Sciences (SPSS) was used to analyse the data. Findings indicated that despite its infancy in African countries, e-HRM use has a positive effect on employee and organizational performance. The organisation-wide gains are enhanced through employee performance mediation.

Ramezan (2018) conducted a study to measure the effectiveness of information systems in the national Iranian oil company. In the study user satisfaction about system quality, system use and information quality were used to measure the effectiveness of the MIS. The study found out that the employees in the organisation were satisfied with all three dimensions. Rao (2017) carried out a study to determine the effectiveness of HRIS at Greaves Cotton Limited. The study covered how the HRIS contribute to strategic HRM and the effectiveness of HRIS in the workplace. The findings of the study showed that employees were satisfied with the HRIS because it met their current needs, played a role in employee development and supported decision-making. The employees also opined that there was need to improve HRIS functions in the organisation.

Altarawneh (2019) looked at the perceived benefits and barriers in a study on the implementation of HRIS in Jordanian universities. He established that HRIS in Jordanian universities was adopted for HRM activities automation in order to obtain some general administrative routine purposes. The system was reported to give faster response and reliable information access. However, the system was subjected to financial constraints; ever-changing organisation’s culture that failed to accommodate the change and tops managers lack of commitment. Hussain et al., (2017) focused on the use and impact of HRIS on HRM professionals. They noted that HRIS improves good performance of the company. This
enhanced the perceived importance of HR personnel in the organisations which unfortunately was not agreed upon by top non-HR personnel.

Mbugua (2019) conducted a study on the “Role of Human Resource Information Systems in Organizational Effectiveness: A Case Study of Kenya Commercial Bank” with the aim of assessing the influences of computer based human resources information stems processes on organizational effectiveness among the banking sector organisation in Kenya. The study concluded that when the use of HRIS decision-making process becomes the norm and practice in organisations, it results in more improvements towards organizational effectiveness including making the employees more effective by allocating them on their positions basing on their competence, resulting in more strategic focus and change orientations, creating a feeling of high satisfaction with the organisation services among other important improvements.

Kumar (2018) assessed the extent to which the HRIS enhances organizational efficiency in an inter-related and holistic manner (as determined by its impact on areas of HR, time management, employee relocation and managerial satisfaction with the system). A sample of 101 managers was drawn from a Municipality in South Africa using cluster sampling. Data was collected using a self-developed, closed-ended questionnaire comprising of 28 items, the psychometric properties (validity, reliability) of which was statistically assessed using Factor Analysis and Cronbach’s Coefficient Alpha respectively. Data was analysed using inferential statistics. The results indicate that HRIS significantly enhances overall organizational efficiency and its sub-dimensions (HR functions, time management, employee relocation and managerial satisfaction with the system) in an inter-related and holistic manner, though in varying degrees. Hence, the implementation of a proper HRIS has the potential to bring about operational
effectiveness and enhance the realisation of the HR and corporate strategy, thereby ensuring organizational effectiveness.

2.5 Research Gap

The majority of the research cited in the literature review did not clearly evaluate the HRIS functions and performance of organisations. There is a paucity of literature in the field of research, particularly in countries like Tanzania. The handful that have been undertaken in third-world countries have escaped criticism in terms of criteria, title, scope, and technique, resulting in research shortages in terms of literature. By analysing the links between the variables, the literature study emphasises a number of theories in relation to the variables (independent and dependent) and the conceptual framework of the variables. It was the intention of this study to evaluate the effectiveness of HRIS functions on performance of higher learning institutions using Tengeru Institute of Community Development as case study.

2.6 Conceptual Framework

According to Sinclair (2007), conceptual framework can be referred to as a visualisation of theoretical threads leading to the diagrammatic representation of inter-relatedness. A conceptual framework therefore, entails the relationship between the independent variables and dependents variables. Under this study, the dependent variable is HLI performance while independent variables are HRIS personal records management, HRIS payroll management and HRIS employee reallocation. Figure 2.1 presents the conceptual framework of this study.
Figure 2.1: Conceptual Framework

INDEPENDENT VARIABLES

HRIS Personal Records Management
- Personnel Records
- Personnel Skills and Competence
- Personnel Job Status

HRIS Payroll Management
- Employee Gross Earnings Management
- Payroll Deductions Management
- Net Pay Management

HRIS Employee Relocation
- New Job site
- Professional Advancement
- Open Vacancy

DEPENDENT VARIABLE

HIGHER LEARNING INSTITUTIONS PERFORMANCE
- High productivity
- Less absenteeism
- Less employees’ turnover

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the research methodology of the study. It explains the procedural plan that was used by the researcher to validly, objectively and accurately answer the research questions. This section of the study therefore describes the research design, area of the study, research approach, target population, data collection instruments data analysis and ethical issues.

3.2 Research Design

Kale and Kale (2020) defined research design is the blueprint for collection measurement and analysis of data. Actually, it is a map that is usually developed to guide the research. The research design is influenced by methods, methodology and philosophy, which are the design’s components. Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money. The researcher used descriptive research design for collecting data and techniques used in analysis.

3.3 Area of the Study

The study was conducted at Tengeru Institute of Community Development, the researcher has decided to conduct the study at Tengeru Institute of Community Development due to the fact that the place is reachable to the researcher, Also, Tengeru Institute of Community Development use Human Resource Information System in their day to day operations thus the
researcher was able to evaluate the effectiveness of HRIS functions on performance of higher learning institutions.

3.4 Research Approach

The study employed a quantitative research approach. According to Batallán (2019), quantitative methods involve the processes of collecting, analysing, interpreting and writing the results of a study using various designs including survey and experimental research design. He further adds that quantitative research is a means for objective theories by examining relationships among variables which can be measured by instruments, so that numbered data can be analysed using specific statistical procedures. In this study, this approach was useful as it required little time in the data collection process as well as covered large groups in a short period.

3.5 Population, Sampling Procedures and Sample Size

3.5.1 Population

Populations denote the collection of all things from which a sample is drawn to reflect certain distinguishing traits (Corbin 2018). Thus, in order to get trustworthy demographic characteristics, researchers collect data from a sample. A sample is a subset of a certain population. The main principle behind sampling is that by selecting some of the components of a population, a researcher may make conclusions about the entire population. The population of this research constituted all 125 employees of all departments of Tengeru Institute of Community Development.
3.5.2 Sampling Procedures

The researcher used the simple random sampling which is probability sampling techniques. Kimani (2017) defines simple random sampling as a probability sampling whereby all members in a population have equal chance of being selected to form a sample. Simple random sampling approach was suitable for this study because of its advantages like minimisation of bias results, improve liability and validity of data from respondents who represents the population. This implies that all participants in the study population had an equal chance of being selected.

3.5.3 Sample Size

In this study ninety-five respondents was used as sample of this study. Sample of 95 employees was considered as appropriate sample as it enough to represent the total number of employees at Tengeru Institute of Community Development. Researcher select sample size of ninety-five respondents so as to be able to administer the questionnaire hence comply with the time frame provided by the Institute. According to Krejcie and Morgan (2010) sample size is an estimation method provided a given number of populations and its sample size.

\[
n = \frac{N}{1 + Ne^2} = n = \frac{125}{1 + 125 \times 0.07} = 95
\]

Where \(n\) = number of samples, \(N\) = total population; \(e\) = standard error of sampling (7%) is tolerated.
Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and Human Resources</td>
<td>20</td>
<td>9</td>
</tr>
<tr>
<td>Accounts and Finance</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Planning and Statistics</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Procurement Management</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Information and Communication Unit</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Internal Audit Unity</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Public Relation Unity</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>National Women Research</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Jamii Outreach Digital Innovation Centre</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Admission and Examination</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Gender Department</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Community Development Department</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>Library Service Unity</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Project Planning and Management Department</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>Research, Consultancy, Publication and Graduates Studies</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Dispensary Unit</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Estate Unit</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Student Welfare Unity</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>125</strong></td>
<td><strong>95</strong></td>
</tr>
</tbody>
</table>


3.6 Data Collection Methods

Both Primary data and secondary data was collected for the study. Primary data refers to the data which collected afresh and for the first time and therefore happen to be original in character (Jamal 2017). Primary data was collected from employees who make use of HRIS on their day to day activities since they provide first-hand information. Questionnaires were self-administered to the employees of the Tengeru Institute of Community Development. Questionnaires were closed-ended questions. The questionnaire was chosen because data can be effectively collected. The use of questionnaire allowed greater uniformity in the way questions are asked, ensuring greater compatibility in the response.
Secondary data refers to a source that provides non-original or second hand data or information (Jamal 2017). Secondary data was obtained from various sources including published sources and unpublished sources such as books, research reports, journal articles, dissertations, seminar, magazines, and newspapers regarding to the effectiveness of HRIS functions on performance of higher learning institutions.

3.7 Pilot Study

A pilot study, also called a 'feasibility' study, is a small scale preliminary study conducted before any large-scale quantitative research in order to evaluate the potential for a future, full-scale project. Pilot studies are a fundamental stage of the research process. They can help identify design issues and evaluate feasibility, practicality, resources, time, and cost of a study before the main research is conducted (Simkus 2022). In order for the pilot study to play its role, reasons introduced in the text must be well-defined before proceeding with the pilot study, and validate a high level of achievement.

3.8 Data Analysis Methods

Data was analysed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) Version 26.0. The reasoning behind the use of this package is because of comprehensive analytical abilities and the simplest method of handling knowledge. Descriptive statistics was employed in describing certain research results. Finally, inferential statistics was used to measure the relationship between dependent and independent variables using correlation analysis and regression analysis as developed in the study. In tables and figures, the results derived from data processing were presented.
3.9 Validity and Reliability

3.9.1 Reliability of Instrument

Campos et al., (2017) asserted that reliability is referred as the tendency towards consistency found in repeated measurement. Accuracy in measurement is of great importance. Reliability is about equivalence and stability results; they are consistent after repeated tests of the same object with the same instrument. Researcher used Cronbach’s alpha method to test reliability of the data in order to measure internal consistency. According to Campos et al., (2017) when Cronbach’ alpha is greater than 0.9 implies that the internal consistency reliability is excellent and when it is greater than 0.8 the reliability is good. As shown in Table 3.2 below, the Cronbach alpha test indicate that the reliability of data instruments was excellent since Cronbach alpha for each individual variable was over 0.8.

Table 3.2 Reliability statistics

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardised Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRIS Personnel Records Management</td>
<td>.805</td>
<td>.815</td>
</tr>
<tr>
<td>HRIS Payroll Management</td>
<td>.812</td>
<td>.800</td>
</tr>
<tr>
<td>HRIS Employee Relocation</td>
<td>.822</td>
<td>.966</td>
</tr>
</tbody>
</table>

Source: Field Data (2022).

3.9.2 Validity of Instrument

 Flake, Pek and Hehman (2017) describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines
which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. To measure the validity of the instruments, the Kaiser-Meyer-Olkin (KMO) method was used. De-Almeida (2016) argued that Kaiser-Meyer-Olkin should be either 0.6 or above and the value for Bartlett test should be significance value of less than 0.05. In the table 3.3 below, it shows that the value of KMO was 0.887 and Bartlett test value was 0.000 which implies that the sample was adequate for exploratory factor analysis.

Table 3.3: KMO and Bartlett's Test

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>.887</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>45.349</td>
</tr>
<tr>
<td>Df</td>
<td>3</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Field Data (2022).

3.10 Ethical Considerations

Ethical consideration in research is not only important but also necessary so as to ensure that participants are treated with dignity and respect during the study. Cooper and Schindler (2018) argues that ethical issues are very important to be considered in the study such as voluntary participation, no harm to the participants, ensuring anonymity and confidentiality and avoiding deception. During this study the following ethical issues were observed; the researcher asked
permission to collect the data to those staff of Tengeru Institute of Community Development, considerations was applied to methods of data collection, presentation and interpretation of the findings, and citations and referencing.
CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents findings, discusses and analyses the information collected from Tengeru Institute of Community Development. It tries to scrutinise the data into a critical analysis in order to obtain information that could provide the answers to the questions under study on the evaluate the effectiveness of Human Resource Information System functions on performance of higher learning institutions.

4.2 Sample Description

The researcher delivered surveys to the intended 95 respondents, and 95 questionnaires were completed, reflecting a 100% response rate. This response rate was deemed appropriate and representative in order for the findings to be generalised.

4.3 Characteristic of Respondents

Data obtained under the topic of personal information during the questionnaire survey included basic demographic information, gender, age, and work experience. This was done to demonstrate the distribution of respondents and to assist the reader understand how relevant information is gathered from the sample in presenting the target population.

4.3.1 Gender

As previously stated, the total number of responders was 95, with 53% being males and 47% being females, as shown in figure 4.1 below. This might suggest that gender balance is
prioritised in the TICD personnel recruiting and selection processes. This also allowed the researcher to obtain balanced responses.

Figure 4.1: Gender

![Gender Pie Chart](image)

Source: Field Data (2022).

4.3.2 Age Distribution

According to the data in figure 4.2, the majority of respondents (42%) were between the ages of 35 and 44, followed by those aged 45 and up (32%), and those aged less than 35 (26%). As a result, rather than the other age categories, the majority of TICD's workforce are young and middle-aged.
Figure 4.3: Age Distribution

Source: Field Data (2022).

4.3.3 Education Level

The respondents' educational level is directly related to the information supplied by the respondents. According to Figure 4.3, the educational level of the respondents revealed that 44% had a first degree, 40% had a postgraduate degree, and 16% had a diploma. This suggests that TICD has a higher proportion of educated staff. It is assumed that an educated individual has a broader understanding in replying to whatever issue is posed, thus the researcher thought that the information gathered from TICD personnel was concrete.
4.3.4 Working Experience

According to data analysis, 55% of respondents have worked for 5 - 10 years, 29% for more than 10 years, and 16% for less than 5 years. This demonstrates that the majority of TICD personnel had sufficient competence to comment on the matters under investigation.
4.4 Presentation of Findings

The study findings are presented on the effectiveness of Human Resource Information System functions on performance of higher learning institutions. To achieve the objective of this study the respondents were highly encouraged and persuaded to respond to the statements in the questionnaire objectively to ensure validity and reliability.

Source: Field Data (2022).
Table 4.1: Interpretation of Mean

<table>
<thead>
<tr>
<th>Weight</th>
<th>Mean Value</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>1-1.4</td>
<td>No Extent</td>
</tr>
<tr>
<td>4</td>
<td>1.5-2.4</td>
<td>Little Extent</td>
</tr>
<tr>
<td>3</td>
<td>2.5-3.4</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>2</td>
<td>3.5-4.4</td>
<td>Large Extent</td>
</tr>
<tr>
<td>1</td>
<td>4.4-5.0</td>
<td>Very Large Extent</td>
</tr>
</tbody>
</table>


4.4.1 Effectiveness of HRIS Personnel Records Management on Performance of TICD

The first objective aimed at assessing effectiveness of HRIS personnel records management on performance of TICD. The respondents were provided with statements regarding effectiveness of HRIS personnel records management on performance of TICD. The findings are presented in Table 4.2 below;
Table 4.2: Effectiveness of HRIS Personnel Records Management on Performance of TICD

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees movement can be tracked through HRIS</td>
<td>4.1</td>
<td>0.5</td>
<td>Large Extent</td>
</tr>
<tr>
<td>HRIS has improved employee’s ability to disseminate information and provided increased levels of useful information.</td>
<td>3.5</td>
<td>0.8</td>
<td>Large Extent</td>
</tr>
<tr>
<td>HRIS is effective in meeting strategic goals.</td>
<td>4.3</td>
<td>0.4</td>
<td>Large Extent</td>
</tr>
<tr>
<td>HRIS portal enable employees to meet their expectations to better utilise the information and time spent on inputting data.</td>
<td>2.6</td>
<td>0.9</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS implementation has resulted in huge reduction in work duplication by eliminating redundancy.</td>
<td>3.2</td>
<td>1.2</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS personnel records management is useful in keeping employees’ correspondence records.</td>
<td>3.8</td>
<td>1.2</td>
<td>Large Extent</td>
</tr>
<tr>
<td>HRIS personnel records management encourage good performance.</td>
<td>2.9</td>
<td>1.3</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS personnel records management is useful in maintaining employee leave records.</td>
<td>3.7</td>
<td>1.1</td>
<td>Large Extent</td>
</tr>
<tr>
<td>COMPOSITE MEAN</td>
<td>3.51</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2022).

To the large extent respondents agreed that employees movement can be tracked through HRIS (Mean = 4.1, SD = 0.5) and HRIS has improved employee’s ability to disseminate information and provided increased levels of useful information (Mean = 3.5, SD = 0.8). Majority of the respondents indicated that to the large extent, HRIS is effective in meeting strategic goals (Mean = 4.3, SD = 0.4) while the HRIS portal enable employees to meet their expectations to better utilise the information and time spent on inputting data (Mean = 2.6, SD = 0.9) to the moderate extent. To the large extent respondents agreed that HRIS implementation has
resulted in huge reduction in work duplication by eliminating redundancy (Mean = 3.2, SD = 1.2) and HRIS personnel records management is useful in keeping employees’ correspondence records (Mean = 3.8, SD = 1.2). Also, majority of the respondents stated that the HRIS personnel records management encourage good performance to the moderate extent (Mean = 2.9, SD = 1.3) but to the large extent HRIS personnel records management is useful in maintaining employee leave records (Mean = 3.7, SD = 1.1). The average mean of more than 3.5 implies that to the large extent the HRIS personnel records management affect the performance of TICD. HRIS management is an important factor in the success of information system development. This is due to the fact that human information data bases are particularly significant in TICD since they encompass a wide variety of workers and other critical activities that require a well-defined information system for capturing and storing employee data.

4.4.2 Effectiveness of HRIS Payroll Management on Performance of TICD

The intention of the second objective was to determine effectiveness of HRIS payroll management on performance of TICD. The respondents were provided with statements regarding effectiveness of HRIS payroll management on performance of TICD. The findings are presented in Table 4.3 below;
### Table 4.3: Effectiveness of HRIS Payroll Management on Performance of TICD

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRIS payroll management enhances staff morale.</td>
<td>2.7</td>
<td>1.2</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS payroll management encourages performance.</td>
<td>3.1</td>
<td>1.2</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS payroll management increase human resource effectiveness.</td>
<td>4.1</td>
<td>1.3</td>
<td>Large Extent</td>
</tr>
<tr>
<td>HRIS facilitate the administration and storing of Employees Benefits.</td>
<td>4.2</td>
<td>1.1</td>
<td>Large Extent</td>
</tr>
<tr>
<td>HRIS services improve services provided to employees.</td>
<td>3.4</td>
<td>1.1</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS payroll management has provided increased levels of useful information.</td>
<td>3.3</td>
<td>1.2</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>HRIS payroll management has improved the data maintenance process.</td>
<td>3.9</td>
<td>0.5</td>
<td>Large Extent</td>
</tr>
<tr>
<td><strong>COMPOSITE MEAN</strong></td>
<td><strong>3.53</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2022).

Regarding to the findings in the table 4.3 above, majority of the respondents indicated that to the moderate extent HRIS payroll management enhances staff morale (Mean = 2.7, SD = 1.2) and HRIS payroll management encourages performance (Mean = 3.1, SD = 1.2). To the large extent respondents agreed that HRIS payroll management increase human resource effectiveness in the institute (Mean = 4.1, SD = 1.3) and HRIS facilitate the administration and storing of Employees Benefits (Mean = 4.2, SD = 1.1). To the moderate extent respondents designated that HRIS services improve services provided to employees (Mean = 3.4, SD = 1.1) as well as HRIS payroll management has provided increased levels of useful information (Mean = 3.3, SD = 1.2). To the large extent respondents agreed that HRIS payroll management has improved the data maintenance process (Mean = 3.8842, SD = 0.5). The average mean of more than 3.5 implies that to the large extent the HRIS payroll management affect the performance of TICD. HRIS is intended to assist TICD in providing HR decision-making information such as
administration, payroll, recruiting, training, and performance analysis. Specifically, the usage of HRIS has been developed as a means for TICD HR specialists to become strategic partners with senior management. The aim was that HRIS would make the HR function more efficient and give better data for decision-making.

4.4.3 Effectiveness of HRIS Employee Relocation on Performance of TICD

The third objective examined the effectiveness of HRIS employee relocation on performance of TICD. The respondents were provided with statements regarding effectiveness of HRIS employee relocation on performance of TICD. The findings are presented in Table 4.4 below;

Table 4.4: Effectiveness of HRIS Employee Relocation on Performance of TICD

<table>
<thead>
<tr>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
<td>0.4</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.0</td>
<td>0.8</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.3</td>
<td>1.0</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.4</td>
<td>0.6</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.3</td>
<td>0.8</td>
<td>Large Extent</td>
</tr>
<tr>
<td>3.8</td>
<td>0.4</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.4</td>
<td>0.6</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.3</td>
<td>0.8</td>
<td>Large Extent</td>
</tr>
<tr>
<td>4.19</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2022).
The findings in table 4.3 above indicate that, to the large extent respondents asserted that HRIS employee relocation encourages employee decision-making (Mean = 4.0, SD = 0.4) as well as HRIS employee relocation encourages employee job security (Mean = 4.0, SD = 0.8). To the large extent, respondents posited that HRIS employee relocation enhances employee empowerment (Mean = 4.3, SD = 1.0) and HRIS employee relocation enhances team spirit (Mean = 4.4, SD = 0.6) whereas HRIS has improved the recruitment process and decreased time spent on recruiting to the large extent (Mean = 4.3, SD = 0.8). Again, respondents unveiled that to the large extent HRIS has created self-service portal which improve the flexibility of the employees (Mean = 3.8, SD = 0.4), HRIS supports development of workers activities schedule (Mean = 4.4, SD = 0.6) and HRIS ensures organisation has right kind and numbers of employees at right place at right time (Mean = 4.3, SD = 0.8). The average mean of more than 3.5 implies that to the large extent the HRIS employee relocation affect the performance of TICD. HRIS assists in payroll and salary management, budgeting and forecasts, salary survey record keeping, and salary survey monitoring. It does, however, help with tax deductions, administration, and compensation structure maintenance. It also aids in compensation planning and reviews; as a result of several factors such as inflation and profit achieved, organisations prefer to examine what they pay their employees. Without the systems, the bank’s compensation levels, salary estimates, tracking salary survey results trends, and establishing total wage bill would have to be done manually.

4.5 Inferential Statistics

In this study correlation and regression analysis was carried to measure the relationship between variables. These variables were represented as follows; X1 = HRIS Personnel Records
Management; X2 = HRIS Payroll Management; X3 = HRIS Employee Relocation; Y = HLI Performance.

4.5.1 Correlation Analysis

Table 4.5 below, the relationship between independent variables and dependent variable was investigated using Pearson Product-moment correlation coefficient.

**Table 4.5: Correlations**

<table>
<thead>
<tr>
<th>HRIS Personnel Records Management</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRIS Payroll Management</td>
<td>.445**</td>
<td>.000</td>
<td>95</td>
</tr>
<tr>
<td>HRIS Employee Relocation</td>
<td>.644**</td>
<td>.000</td>
<td>95</td>
</tr>
<tr>
<td>HLI Performance</td>
<td>.522**</td>
<td>.000</td>
<td>95</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field Data (2022).

From table 4.5 above, there was strong correlation between HRIS Personnel Records Management and HLI Performance (r=0.522). There was significant relationship between HRIS Payroll Management HLI Performance (r=0.722). Also, the table above illustrate here is a strong positive relationship between HRIS Employee Relocation and HLI Performance in terms of Pearson Correlation coefficient as (r=0.674).
4.5.2 Regression Analysis

A regression analysis was performed in order to analyse the relationship between the study variables. The results are as summarized below;

Table 4.6: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.789</td>
<td>.622</td>
<td>.609</td>
<td>3.45190</td>
<td>.603</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), HRIS Employee Relocation, HRIS Personnel Records Management, HRIS Payroll Management
b. Dependent Variable: HLI Performance

Source: Field Data (2022).

In the model summary, the coefficient of determination \( r^2 \) explains 62.2% of the independent variables. This implies that independent variables under HRIS Employee Relocation, HRIS Personnel Records Management, HRIS Payroll Management, explain only 62.2% of the effect of HLI Performance particularly TCID. The coefficient of determination is very significant because 37.8% of variations are brought about by characteristics not studied in the independent variables. Furthermore, the Durbin-Watson data still ranges from 0 to 4. Positive autocorrelation is represented by 0-2 numbers, whereas negative autocorrelation is represented by 2-4 values.

The findings of Table 4.6 demonstrate that the statistic for Durbin-Watson is 0.603, which is within an acceptable range. This implies that there is no relationship between serial mistakes and that the model was adequately represented.
Table 4.7: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>1764.146</td>
<td>3</td>
<td>588.049</td>
<td>49.351</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>1072.407</td>
<td>92</td>
<td>11.916</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2836.553</td>
<td>94</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: HLI Performance  
b. Predictors: (Constant), HRIS Employee Relocation, HRIS Personnel Records Management, HRIS Payroll Management  
Source: Field Data (2022).

Table 4.7 is a summary of the analysis of the model. The significant (p-value) at 5% level of significance and 95% of confidence level was 0.000. As is illustrated in the table, thus the model is statistically significant and the assumption which states that at 5% level of significance and 95% confidence level, the significance value (P-value) in the ANOVA should be P, 0.000-0.05 was held.

Table 4.8: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardised Coefficients</th>
<th>Standardised Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>8.724</td>
<td>2.050</td>
<td></td>
<td>4.255</td>
</tr>
<tr>
<td>HRIS Personnel Records Management</td>
<td>.215</td>
<td>.085</td>
<td>.215</td>
<td>2.539</td>
</tr>
<tr>
<td>HRIS Payroll Management</td>
<td>.415</td>
<td>.070</td>
<td>.502</td>
<td>5.898</td>
</tr>
<tr>
<td>HRIS Employee Relocation</td>
<td>.525</td>
<td>.107</td>
<td>.487</td>
<td>4.887</td>
</tr>
</tbody>
</table>

a. Dependent Variable: HLI Performance  
Source: Field Data (2022).

The regression equation as derived from the table below was Y = 8.724 + 0.215X_1 + 0.415X_2 + 0.525X_3 + α. The Beta Coefficients in the regression show that all the variables tested: HRIS
Personnel Records Management, HRIS Payroll Management and HRIS Employee Relocation have positive relationship with HLI Performance. The findings show that all the variables tested are statistically significant with p-values less than 0.05.

4.6 Discussion of Findings

4.6.1 Effectiveness of HRIS Personnel Records Management on Performance of TICD

Findings of this study depicted that employees’ movement can be tracked through HRIS and HRIS has improved employee’s ability to disseminate information and provided increased levels of useful information. These findings are consistent with Kemei (2019) finding’s that HRIS improves the human resource records management and communication of information within the organisation. HRIS is used by the TICD to track employee recruiting and placement as well as to assist other HR processes such as workforce planning, staffing, compensation programmes, salary predictions, pay budgeting, and labour relations.

Majority of the respondents indicated that to the large extent, HRIS is effective in meeting strategic goals while the HRIS portal enable employees to meet their expectations to better utilise the information and time spent on inputting data. The Innovation Adoption Theory added that HRIS adoption improve better utilisation the information in organisation while boost its performance. Also, Altarawneh (2019) found out that HRIS gives faster response and reliable information access. The HRIS allows for more effective management of HR tasks inside the business. It offers a systematic approach for collecting, storing, preserving, and retrieving data on numerous human resource operations required by enterprises.
The researcher found that HRIS implementation has resulted in huge reduction in work duplication by eliminating redundancy and HRIS personnel records management is useful in keeping employees’ correspondence records. Similarly, Hatib (2020) added that the HRIS is easier to use, faster and can minimise time used compared to paper files.

Also, findings show that the HRIS personnel records management encourage good performance and is useful in maintaining employee leave records. These findings are in line with Hussain et al., (2017) who noted that HRIS improves good performance of the company. Either, Kumar (2018) asserted that the implementation of a proper HRIS has the potential to bring about operational effectiveness and enhance the realisation of the HR and corporate strategy, thereby ensuring organizational effectiveness. The HRIS in TICD supports operations such as discovering possible workers, maintaining full information on existing employees, and developing programmes to enhance employees’ “talents” and abilities. HRIS assists senior management in determining the workforce required to satisfy the organisation's long-term business strategies and strategic goals.

4.6.2 Effectiveness of HRIS Payroll Management on Performance of TICD

Findings unveiled that HRIS payroll management enhances staff morale while encourages performance. These findings are congruent with a theory in strategic management which posited that the IT and HR are two of the firm’s resources that improve the firm’s capabilities towards performance. Also, Kumar (2018) indicated that HRIS significantly enhances overall organizational efficiency and its sub-dimensions (HR functions, time management, employee relocation and managerial satisfaction with the system) in an inter-related and holistic manner, though in varying degrees.
Employee benefits are critical because they incentivise employees to work more. The human resource department can better track which benefits are being used by which employees and how each employee is benefiting from the perks offered by utilising the HRIS in employee benefits. The researcher found that HRIS payroll management increase human resource effectiveness in the institute and facilitate the administration and storing of employee’s benefits. This was also noted by Khrais (2021) that HRIS plays a significant role that assists in the effectiveness of Human Resource Management in term of effective communication, top management, human resource management, payroll management and training information system. When used correctly, HRIS may be a powerful competitive force, particularly in TICD. HRIS is also vital for excellent management, especially for governance and administration. This is because the introduction of computer and communication technology has offered a very significant possibility for management to increase the efficacy of TICD through better information utilisation.

To the moderate extent respondents designated that HRIS services improve services provided to employees as well as increased levels of useful information while improving data maintenance process. Congruently, by Atika (2017) noted that the HRIS has improved payroll management and reduced costs. The advantage of using HRIS in payroll versus TICD as HLIs is that it automates the whole payroll process by regularly acquiring and updating employee payroll data. It also collects information such as employee attendance, calculates different salary deductions and taxes, generates automatic monthly pay checks, and manages employee tax reports. With up-to-date information, this system makes the human resource department's
job very straightforward and simple because everything is available 24 hours a day, and all information is just a click away.

4.6.3 Effectiveness of HRIS Employee Relocation on Performance of TICD

The findings indicated that, HRIS employee relocation encourages employee decision-making and employee job security. These findings are agreement with Ramezan (2018) that employees are satisfied with the HRIS because it met their current needs, played a role in employee development and supported decision-making. Either, Mbugua (2019) concluded that when the use of HRIS decision-making process becomes the norm and practice in organisations. HRIS systems enable human resource analysis, which is the foundation of HR planning and the majority of business decisions. Organisations make numerous business decisions based on their workers' competencies, as well as many decisions to keep their workforce happy and skilled.

The most crucial role of HRM is recruitment. By recording information about recruiting activity, HRIS considerably streamlines the recruitment process. This might involve, for example, the cost and method of recruiting, as well as the time necessary to fill appropriate-level roles. This study's findings also demonstrated that HRIS employee relocation improves employee empowerment and team spirit while also boosting the recruitment process and decreasing time spent on recruiting. These findings concede with Smith and Kelly (2017) findings that HRIS effectively attract, develop, and retain diverse group of the best and the brightest human talent in the market place. Correspondingly, Mbugua (2019) indicated that HRIS results in more improvements towards organizational effectiveness including making the employees more effective by allocating them on their positions basing on their competence, resulting in more
strategic focus and change orientations, creating a feeling of high satisfaction with the organization services among other important improvements.

Again, the researcher found that HRIS has created self-service portal which improve the flexibility of the employee, supports development of workers activities schedule and ensures organisation has right kind and numbers of employees at right place at right time. Likewise, Hatib (2020) realised that the HRIS facilitate organisation in updating employee status which eases communication among top and down and supports development of workers. HRIS is used to assist in the construction of a worker's activity schedule. It keeps track of organizational requirements in the form of roles. HRIS connects individuals to the appropriate jobs within the organisation. It is also used to identify job openings and the individuals who will fill them. HRIS also assists in determining a reasonable progression route and milestones for staff development.

From correlation analysis, there was strong correlation between HRIS Personnel Records Management, HRIS Payroll Management, HRIS Employee Relocation and HLI Performance. This findings is consistent with the findings of Mutahi and Busienei (2018) that HRIS personnel records management, reward management, training and development and resourcing practices respectively influenced the performance of public universities. Also, Midiwo (2019), found that HRIS positively affect HR efficiency and hence organizational performance while Rahimi (2019) show that there is a significant and positive relationship between human resources information system and the quality of life. Moreover, Nyathi (2022) found that e-HRM use has a positive effect on employee and organizational performance. The organisation-wide gains are enhanced through employee performance mediation. HRIS is critical to the success of an HLI by
accelerating human resource activities and operations. Its significance originates from the fact that when these systems become more widely used, more level types of HRIS will proliferate.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary conclusions and recommendations. Section one of the chapter provides a summary of the major findings of the study, Section two presents the conclusions and section three provide implication of the study. Lastly, recommendations of the study as well as the agenda for further study.

5.2 Summary of the Findings

5.2.1 Effectiveness of HRIS Personnel Records Management on Performance of TICD

The first objective aimed at assessing effectiveness of HRIS personnel records management on performance of TICD. To the large extent respondents agreed that employees movement can be tracked through HRIS and HRIS has improved employee’s ability to disseminate information and provided increased levels of useful information. Majority of the respondents indicated that to the large extent, HRIS is effective in meeting strategic goals while the HRIS portal enable employees to meet their expectations to better utilise the information and time spent on inputting data to the moderate extent. To the large extent respondents agreed that HRIS implementation has resulted in huge reduction in work duplication by eliminating redundancy and HRIS personnel records management is useful in keeping employees’ correspondence records. Also, majority of the respondents stated that the HRIS personnel records management encourage good performance to the moderate extent but to the large extent HRIS personnel records management is useful in maintaining employee leave records.
5.2.2 Effectiveness of HRIS Payroll Management on Performance of TICD

The intention of the second objective was to determine effectiveness of HRIS payroll management on performance of TICD. Majority of the respondents indicated that to the moderate extent HRIS payroll management enhances staff morale and HRIS payroll management encourages performance. To the large extent respondents agreed that HRIS payroll management increase human resource effectiveness in the institute and HRIS facilitate the administration and storing of employees benefits. To the moderate extent respondents designated that HRIS services improve services provided to employees as well as HRIS payroll management has provided increased levels of useful information. To the large extent respondents agreed that HRIS payroll management has improved the data maintenance process.

5.2.3 Effectiveness of HRIS Employee Relocation on Performance of TICD

The aim of the third objective was to examine effectiveness of HRIS employee relocation on performance of TICD. The findings indicated that, to the large extent respondents asserted that HRIS employee relocation encourages employee decision-making as well as HRIS employee relocation encourages employee job security. To the large extent, respondents posited that HRIS employee relocation enhances employee empowerment and HRIS employee relocation enhances team spirit whereas HRIS has improved the recruitment process and decreased time spent on recruiting to the large extent. Again, respondents unveiled that to the large extent HRIS has created self-service portal which improve the flexibility of the employee, HRIS supports development of workers activities schedule and HRIS ensures organisation has right kind and numbers of employees at right place at right time.
From correlation analysis, there was strong correlation between HRIS Personnel Records Management and HLI Performance. There was significant relationship between HRIS Payroll Management HLI Performance. Also, the table above illustrate here is a strong positive relationship between HRIS Employee Relocation and HLI Performance in terms of Pearson correlation coefficient. From regression analysis, the independent variables under HRIS Employee Relocation, HRIS Personnel Records Management, HRIS Payroll Management, explain only 62.2% of the effect of HLI Performance particularly TCID. The significant (p-value) at 5% level of significance and 95% of confidence level was 0.000. The Beta Coefficients in the regression show that all the variables tested: HRIS Personnel Records Management, HRIS Payroll Management and HRIS Employee Relocation have positive relationship with HLI Performance. The findings show that all the variables tested are statistically significant with p-values less than 0.05.

5.3 Conclusions

Conclusions were drawn on the basis of research objectives. The major intention of this study was to evaluate the effectiveness of HRIS functions on performance of higher learning institutions taking Tengeru Institute of Community Development as a case study. The study concluded that that there is significant relationship between HRIS personnel records and TICD performance. The study concluded that that there is significant relationship between HRIS payroll management and TICD performance. The study also concluded that that there is significant relationship between HRIS employee relocation and TICD performance. HRIS is a crucial tool for the TICD to obtain a competitive edge since it reduces paper work, enhances decision-making, streamlines HR processes and procedures, and has accurate personnel information. The TICD can easily handle employee data with HRIS, augmenting it as needed.
with computer and web-based technologies, allowing them to reallocate their energies to more critical HR operations such as establishing policies to meet organizational goals.

5.4 Implication of the Study

The study is crucial to policymakers because it provides empirical data on the impact of HRIS functions on higher learning institution performance, as well as analysis on the topics deemed vital in developing information systems and boosting organizational performance. This research has helped educational institutions of higher learning. It has provided information on the effectiveness of HRIS functions in the education industry, particularly in institutions with large workforces, encouraging them to welcome HRIS to assist in proper management of HR functions and promote employee effectiveness and efficiency to save time and other costs. The study also adds to the body of knowledge on the efficiency of HRIS functions on the performance of higher learning institutions. It advances theoretical knowledge and awareness of complex phenomena associated with human resource information systems. It also serves as a theoretical foundation for future studies.

5.5 Recommendations

The recommendations presented in this section are based on the findings discussed in chapter four of this report;

i. TICD management should educate staff on the usage of HRIS personnel records management since it is easier to use and saves time compared to paper files, which need individuals to transfer from one centre to another. Furthermore, TICD should invest more in improving record keeping, finishing paperwork, and maintaining
personnel data in order to provide managers with superior strategic decision-making data.

ii. TICD should instruct all employees on how to access electronic payrolls using HRIS Payroll Management. TICD will save money on courier fees for paper pay slip distribution.

iii. According to the report, HRIS employee relocation should be adjusted to boost organizational performance. Employee relocation in HRIS should prioritise training, incorporate a recruiting function in HRIS, and connect employee data or work to both personal and organizational objectives.

5.6 Recommendations for Further Studies

This study focused on the effectiveness of HRIS functions on performance of higher learning institutions taking Tengeru Institute of Community Development as a case study. Therefore, the study recommends that more studies be done to include other public higher learning institutions in Tanzania. Furthermore, future research should use a mixed research approach and a variety of data gathering strategies to analyse the effectiveness of HRIS functions on organizational performance. Furthermore, the study suggests that future research should focus on the problems that organisations face while adopting HRIS functionalities.
REFERENCES


APPENDICES

Appendix I: Letter for Research Questionnaire

Dear Respondents,

I am Abubakari Ahmad Juma, currently a student at INSTITUTE OF ACCOUNTANCY ARUSHA, pursuing Masters of Business Administration in Human Resource Management (MBA-HRM). The completion of this master programme requires undertaking a research in the area of interest. I am doing research on: EFFECTIVENESS OF HRIS FUNCTIONS ON PERFORMANCE OF HIGHER LEARNING INSTITUTIONS: A CASE OF TENDERU INSTITUTE OF COMMUNITY DEVELOPMENT. Please, kindly assist me answering the questions that follow by ticking the appropriate option. Please answer all questions freely but objectively. The information you provide is for academic purposes only and will be treated with the strictest confidentiality.

Thank you for your cooperation
## Appendix II: Research Questionnaire

### PART ONE: DEMOGRAPHIC INFORMATION

(Tick the appropriate answer)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Below 25 Years</td>
<td>25-34 Years</td>
</tr>
<tr>
<td>Education Level</td>
<td>Certificate Education</td>
<td>Diploma Education</td>
</tr>
<tr>
<td>Duration at the Organization</td>
<td>Below 5 Years</td>
<td>5-10 years</td>
</tr>
</tbody>
</table>
PART TWO: ACADEMIC RESEARCH QUESTIONS (Tick the appropriate answer)

SECTION A

The following part seeks to assess effectiveness of HRIS personnel records management on performance of Tengeru Institute of Community Development

1=No Extent 2= Little Extent 3=Moderate Extent 4=Large Extent 5=Very Large Extent

<table>
<thead>
<tr>
<th>HRIS personnel records management</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees movement can be tracked through HRIS</td>
<td></td>
</tr>
<tr>
<td>HRIS has improved employee’s ability to disseminate information and provided increased levels of useful information.</td>
<td></td>
</tr>
<tr>
<td>HRIS is effective in meeting strategic goals.</td>
<td></td>
</tr>
<tr>
<td>HRIS portal enable employees to meet their expectations to better utilize the information and time spent on inputting data.</td>
<td></td>
</tr>
<tr>
<td>HRIS implementation has resulted in huge reduction in work duplication by eliminating redundancy.</td>
<td></td>
</tr>
<tr>
<td>HRIS personnel records management is useful in keeping employees’ correspondence records.</td>
<td></td>
</tr>
<tr>
<td>HRIS personnel records management encourage good performance.</td>
<td></td>
</tr>
<tr>
<td>HRIS personnel records management is useful in maintaining employee leave records.</td>
<td></td>
</tr>
</tbody>
</table>
SECTION B

The following part seeks to determine effectiveness of HRIS payroll management on performance of Tengeru Institute of Community Development

1=No Extent 2= Little Extent 3= Moderate Extent 4= Large Extent 5= Very Large Extent

<table>
<thead>
<tr>
<th>HRIS payroll management</th>
<th>Options</th>
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<tbody>
<tr>
<td>HRIS payroll management enhances staff morale.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>HRIS payroll management encourages performance.</td>
<td></td>
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<tr>
<td>HRIS payroll management increase human resource effectiveness in the institute.</td>
<td></td>
</tr>
<tr>
<td>HRIS facilitate the administration and storing of Employees Benefits.</td>
<td></td>
</tr>
<tr>
<td>HRIS services improve services provided to employees.</td>
<td></td>
</tr>
<tr>
<td>HRIS payroll management has provided increased levels of useful information.</td>
<td></td>
</tr>
<tr>
<td>HRIS payroll management has improved the data maintenance process.</td>
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</tbody>
</table>
SECTION C

The following part seeks to examine effectiveness of HRIS employee relocation on performance of Tengeru Institute of Community Development

1=No Extent 2= Little Extent 3=Moderate Extent 4=Large Extent 5=Very Large Extent

<table>
<thead>
<tr>
<th>HRIS employee relocation</th>
<th>Options</th>
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<tbody>
<tr>
<td>HRIS employee relocation encourages employee decision making.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>HRIS employee relocation encourages employee job security.</td>
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<tr>
<td>HRIS employee relocation enhances employee empowerment.</td>
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<tr>
<td>HRIS employee relocation enhances team spirit.</td>
<td></td>
</tr>
<tr>
<td>HRIS has improved the recruitment process and decreased time spent on recruiting.</td>
<td></td>
</tr>
<tr>
<td>HRIS has created self-service portal which improve the flexibility of the employees.</td>
<td></td>
</tr>
<tr>
<td>HRIS supports development of workers activities schedule.</td>
<td></td>
</tr>
<tr>
<td>HRIS ensures organisation has right kind and numbers of employees at right place at right time.</td>
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</tbody>
</table>
## Appendix III: Timetable of Activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Jan</td>
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<tr>
<td>Title Identification</td>
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<tr>
<td>Reviewing Literatures</td>
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<tr>
<td>Research Proposal Writing</td>
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<tr>
<td>Research Proposal Defence</td>
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<tr>
<td>Data collection.</td>
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<tr>
<td>Data analysis</td>
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<tr>
<td>Research Report Writing</td>
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</tr>
<tr>
<td>Defence of Research Report</td>
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</tr>
<tr>
<td>Final Report Corrections</td>
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</tr>
<tr>
<td>Submission of Dissertation</td>
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Source: Researcher (2022)
## Appendix IV: Research Budget

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Items</th>
<th>Costs (in Tshs)</th>
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<tbody>
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<td>1</td>
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<tr>
<td>2</td>
<td>Meal</td>
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<tr>
<td>3</td>
<td>Stationary</td>
<td>100,000</td>
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<tr>
<td>4</td>
<td>Data collection (Questionnaire)</td>
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<tr>
<td>5</td>
<td>Data processing</td>
<td>200,000</td>
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<tr>
<td>6</td>
<td>Final report writing, printing and binding</td>
<td>100,000</td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1,000,000</strong></td>
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</tbody>
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OLVA ACADEMY
P. O. Box 430,
TEL: 2112606/56,
Email: olvaacademy.olvacademy@ac.tz
ARUSHA.
23rd November, 2022.

To whom it may concern,

EVIDENCE FOR ENGLISH LANGUAGE EDITING

This is to provide evidence that I have proofread and edited a dissertation of Mr. Abubakar Ahmad Juma, titled "EFFECTIVENESS OF HRIS FUNCTIONS ON PERFORMANCE OF HIGHER LEARNING INSTITUTIONS: A CASE OF Tengeru Institute of Community Development." This was meant to ensure language accuracy before it is passed for the award of the said degree. In editing, I have addressed issues that could arise about spelling, tenses, cohesion, coherence, and the general organization of the dissertation. I hereby recommend that the candidate submit the dissertation document for further scrutiny and determination for the award of the degree of Masters of Business Administration in Human Resource Management as per the jurisdiction and discretion of the concerned board of examiners and the Institute of Accountancy Arusha.

Yours faithfully,

Jackline Edson.
EFFECTIVENESS OF HUMAN RESOURCE INFORMATION SYSTEM FUNCTIONS ON PERFORMANCE OF HIGHER LEARNING INSTITUTIONS: A CASE OF Tengeru Institute of Community Development

**Originality Report**

<table>
<thead>
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<th>Internet Sources</th>
<th>Publications</th>
<th>Student Papers</th>
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<td>27%</td>
<td>10%</td>
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</table>

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