AN ASSESSMENT OF THE EFFECTS OF COMPUTERIZED HUMAN
RESOURCE INFORMATION SYSTEMS ON EMPLOYEE PERFORMANCE:
A CASE OF THE DEPUTY COUNTY COMMISIONER’S
STAFF, ELDORET WEST

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A research Thesis submitted to the Faculty of Commerce in Partial Fulfillment
of the Requirements for the conferment of Masters in Human Resource
Management Degree Faculty of Commerce.

Kisii University

OCTOBER, 2014
DECLARATION AND RECOMMENDATION

DECLARATION

This research thesis is my original work and has not been presented to any other institution. No part of this research may be reproduced without the prior permission of the author or that of Kisii University.

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RECOMMENDATION

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DEDICATION

I dedicate this work to my lovely family for the support and cooperation they gave me as I did this work.
ACKNOWLEDGMENTS

I thank the Almighty God for giving me the energy, wisdom and perseverance to complete this work. I am grateful to my supervisors; Dr. Beatrice Manyasi and Dr. Kimani Chege for their guidance, suggestions and corrections to this work. Special thanks also goes to my lecturers whose efforts contributed to what I am and what I will live to be and remember.
ABSTRACT

The study sought to find out the effects of computerized human resource information systems on employee performance at the deputy county commissioner’s office, Eldoret West. The study was guided by the following objectives; to find out the effects of CHRIS on Efficiency in locating records; to establish the effects of CHRIS on time management; to determine the effects of CHRIS on Efficiency of information management; to examine effects of CHRIS on Efficient work performance at the deputy county commissioner’s office. The study made use of a conceptual framework. The study used a descriptive survey research design and targeted a population of 140. From this target population, the researcher selected a sample of 72, constituting 50% of the target population. The sample size was obtained using stratified sampling, simple random sampling and purposive sampling while data collection was done by the use of questionnaires. The study is hoped to be beneficial to the Deputy County Commissioner’s Staff by way of making the management understand the importance of implementing Computerized Human Resource Information Systems. The study found out that CHRIS improves the efficiency of information management by providing better alternatives for information management as well as improving the flow of information in the organization. The deputy commissioner’s office should put in place measures that will ensure the CHRIS systems are fully functional so as to get all the benefits associated with it. Further studies should be done on effects of computerized human resource information systems on employee accountability and challenges facing proper implementation of human resource information system.
TABLE OF CONTENTS

DECLARATION AND RECOMMENDATION ........................................................................... ii
DEDICATION ........................................................................................................................ iii
ACKNOWLEDGMENTS ....................................................................................................... iv
ABSTRACT .......................................................................................................................... v
TABLE OF CONTENTS ...................................................................................................... vi
LIST OF TABLES .................................................................................................................. x
LIST OF FIGURES .............................................................................................................. xi
LIST OF ABBREVIATIONS ............................................................................................... xii

CHAPTER ONE
INTRODUCTION TO THE STUDY

1.1 Background of the study .............................................................................................. 1
1.2 Statement of the Problem .......................................................................................... 4
1.3 Objectives of the Study .............................................................................................. 6
1.4 Research questions .................................................................................................... 7
1.5 Significance of the study .......................................................................................... 7
1.6 Scope of the study ...................................................................................................... 8
1.7 Assumptions of the Study ......................................................................................... 8
1.8 Operational Definition of Terms ............................................................................... 9

CHAPTER TWO
LITERATURE REVIEW

2.1 Past studies ................................................................................................................ 10
2.1.1 Human Resource Information Systems ................................................................ 10
2.1.2 Types of Human Resource Information Systems ........................................ 14
2.1.3 Limited-function CHRIS ........................................................................... 18
2.2 Effects of CHRIS on Efficiency in locating records ...................................... 20
2.3 Effects of CHRIS on time management .......................................................... 23
2.4 Effects of CHRIS on Efficiency of information management ......................... 28
2.5 Employee performance .................................................................................. 31
2.6 Empirical Review .......................................................................................... 34
2.7 Conceptual framework ................................................................................. 36

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY
3.1 Research design ............................................................................................. 38
3.2 Study area ..................................................................................................... 38
3.3 Target population .......................................................................................... 38
3.4 Sample size and Sampling Procedures ............................................................ 39
3.5 Data collection procedures ........................................................................... 39
3.6 Data collection instruments .......................................................................... 40
3.6.1 Validity of Research Instruments ................................................................. 40
3.7 Data analysis and presentation ..................................................................... 41
3.8 Ethical considerations .................................................................................... 41

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION
4.1 Response rate ................................................................................................. 43
4.2 Demographic Information ............................................................................ 43
4.2.1: Gender of the respondents ................................................................. 43
4.2.2 Age of respondents ........................................................................ 45
4.2.3 Level of education of respondents ............................................. 46
4.2.4 Length of service of respondents ............................................... 48
4.3 Specific information ........................................................................... 50
4.3.1 Effects of CHRIS on efficiency of locating records ...................... 50
4.3.2 Effects of CHRIS on time management ........................................ 53
4.3.3 Effects of CHRIS on efficiency of information management .......... 55
4.3.4 Effects of CHRIS on efficiency of work performance ..................... 57
4.4 Discussion of findings ...................................................................... 60
4.4.1 Effects of CHRIS on efficiency of locating records ...................... 60
4.4.2 Effects of CHRIS on time management ........................................ 61
4.4.3 Effects of CHRIS on efficiency of information management .......... 62
4.4.4 Effects of CHRIS on efficiency of work performance ..................... 63

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the findings .................................................................... 65
5.1.1 General Information .................................................................... 65
5.1.2 Effects of CHRIS on efficiency of locating records ...................... 65
5.1.3 Effects of CHRIS on time management ........................................ 66
5.1.4 Effects of CHRIS on efficiency of information management .......... 67
5.1.5 Effects of CHRIS on efficiency of work performance ..................... 68
5.2 Conclusions .................................................................................... 68
5.3 Recommendations ............................................................................ 69
5.4 Limitations of the study ............................................................................................................. 71
5.5 Suggested areas for further research ......................................................................................... 72
REFERENCES ...................................................................................................................................... 73

APPENDICES

APPENDIX I: INTRODUCTORY LETTER
APPENDIX II: QUESTIONNAIRE
APPENDIX III: MAP OF THE AREA
APPENDIX IV: RESEARCH PERMIT
LIST OF TABLES

Table 3.1: Target population........................................................................................ 38
Table 3.2: Sample size................................................................................................. 39
Table 4.1: Gender of the respondent............................................................................ 44
Table 4.2: Age of respondents..................................................................................... 45
Table 4.3: Level of education of respondents.............................................................. 47
Table 4.4: Length of service of respondents................................................................ 48
Table 4.5: Effects of CHRIS on efficiency of locating records................................... 50
Table 4.6: Effects of CHRIS on time management ..................................................... 53
Table 4.7: Effects of CHRIS on efficiency of information management .................... 56
Table 4.8: Effects of CHRIS on efficiency of work performance ............................... 57
LIST OF FIGURES

Figure 2.1: Conceptual Framework model .................................................................36

Figure 4.1: Gender of the respondents ......................................................................44

Figure 4.2: Age of respondents ................................................................................46

Figure 4.3: Level of education of respondents ..........................................................47

Figure 4.4: Length of service of respondents .............................................................49

Figure 4.5: Effects of CHRIS on efficiency of locating records .................................52

Figure 4.6: Effects of CHRIS on time management ...................................................55

Figure 4.7: Effects of CHRIS on efficiency of information management .................56

Figure 4.8: Effects of CHRIS on efficiency of work performance .........................60
LIST OF ABBREVIATIONS

CHRIS: Computerized Human Resource Information Systems

HR: Human Resource

NGOs: Non-Governmental Organizations

CV: Curriculum Vitae

IHRS: Integrated Human Resource Systems

HRM: Human Resource Management
CHAPTER ONE
INTRODUCTION TO THE STUDY

1.1 Background of the study

Employees are a primary source of competitive advantage in service-oriented organizations (Brill and Konar, 2004). In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Rousseau, 2004).

Information plays an important role in the transfer of mankind from ancient times to the present, where this age is described as information era because of the importance of information in conducting of people’s life especially economically. So attention has increased toward information systems and investment in it to reach an accurate output, able to meet the user's needs, through the development, activation and increase the efficiency of its components (Dardens et al, 1994).

A Human Resource Information System is software that has a database, which allows the entering, storage and manipulation of data regarding employees of an organization. Typically, the Human Resource Information Systems provides management of all employee information, reports and analysis of employee information, and company-related documents such as employee handbooks, emergency evacuation procedures, and safety guidelines. Human Resources Information System provides details on administration, payroll, recruitment, and training. This system is expected to deliver valuable results to an organization’s
human resources division and the organization as a whole. It is an essential tool that aids management in making strategic decisions (Noor and Razali, 2011).

The design of the human resources information systems assists in measuring the value of the human resources in a fiscal way and contributes to plan these resources on the economic unit, as well as the national one through the contribution in drawing the labor and employment policies and the other linked polices as migration, payments, promotions, and motives in a scientific way (Dessler, 2005).

The importance of human resources spurs out in the industrial and service projects through affecting the market value of these economic units in the bank and commercial projects, as to their contribution to the economic processes used by these units and what these resources could form and occupy of the tangible and intangible that could affect in a way or another on the performance continuation of these corporations, as a result, it is necessary to concern all the data related to human resources to be possible to get their benefit in all domains that need more improvement in performance (Hendrickson, 2003).

The increasing pressure to support strategic objectives and the greater focus on shareholder value have led to changes in both job content and expectations of HR professionals. Similarly, Schuler et al., (2001) and Mayfield et al., (2003) noted that one such major changes included contemporary use of Information Systems (IS) in support of the HRM process. More so, a careful analysis indicated that increased human resource information systems (CHRIS) usage enabled improved professional performance and thus facilitated involvement in internal consultancy activities.

Management attention has increased in the importance of the human element within the Organization, seek to empower employees, provide opportunities for continuous
learning and foster the spirit of partnership and cooperation to achieve the desired objectives of the business. Human Resources information systems is one of the most important systems used in the facility. Because the effective use of these systems is useful in achieving the Organization's objectives, and performance development through proper application, These systems help to improve the performance of the human resources function by providing managers with information necessary to support resolutions on human resources management. The industrial sector, like other sectors need these systems, especially in light of the fierce competition, where the need to increase the efficiency and effectiveness of human resources to exploit most of the limited resources available for more output and adequate quality, particularly through control and reduce costs (Noor and Razali, 2011).

In America and Europe, over the last few decades there has been a considerable expansion in the number of organizations collecting, storing, monitoring, and analyzing information regarding their human talents with the use of Computerized Human Resource Information Systems (CHRIS) software or other types of software which include CHRIS functionality (Ferris et al, 1998). CHRIS refers to a systematic procedure for gathering, storing, maintaining, and recovering data required by an organization about their human resources, personnel activities and organizational characteristics (Darden et al, 1994). An integrated CHRIS may have a wide range of usages from simple spread sheets to complex calculations performed easily (Parry 2010). The significance for the execution of CHRIS varies among organizations. Some use it to reduce costs, others to accelerate better communication, and some use it to re-orient HR activities to increase the department’s strategic contribution (Haag and Cummings, 2008).
In Africa, due to the rising competition among organizations, human resources are now recognized as a source of competitive advantage. There is greater recognition that competencies are obtained through highly developed employee skills, distinctive organizational cultures, management processes, and systems. Competitive advantage can be obtained with a high quality work force that enables organizations to compete on the basis of market responsiveness, product and service quality, differentiated products, and technological innovation. As a result, the use of CHRIS has been advocated as an opportunity for HR professionals to become strategic partners with top management. It would allow the HR function to become more efficient and to provide better information for decision-making (Collins and Smith, 2006).

Sub-Counties are the decentralized units through which County governments of Kenya provide functions and services. Except for the parts which fall under urban areas, Sub-Counties coincide with the constituencies created under article 89 of the Constitution of Kenya. Sub-Counties are headed by a sub-county administrator, appointed by a County Public Service Board. Under the former Constitution of Kenya, the provinces of Kenya were subdivided into a number of districts. In line with restructuring the national administration to fit with the devolved government system brought in by the 2010 Constitution, that came into full effect following elections in March 2013, the 8 provinces and their administrators and districts were replaced by County Commissioners at the county level, while former districts existing as of 2013 were re-organized as Sub-Counties, and had Deputy Commissioners appointed over them.

1.2 Statement of the Problem

Computerized human resource information system is one of the sub-systems within the information systems that concerns with providing all the historical, present and
future information related to human resources, presenting them to the parties interested in these resources whether they are internal or external ones, to identify the value of human which are considered the resources that have the greater value in the economic units particularly in the service and industrial projects.

Basing on the importance of Computerized Human Resource Information Systems, it plays a very important part in organizations, both great and small. Ideally, organizational functions and more particularly, the running of the human resource functions should be well coordinated and efficient in a way that allows for proper keeping of human resource records and retrieving of information as need arises with ease so as to allow for efficiency. This, however, is not the case in the current organizational set up, majorly in government offices mainly because most of the organizational functions are carried out in a non-organized manner which in the end hinders production and work efficiency.

Kenya adopted a new constitution in August 2010 which now provides for a devolved system of governance which incorporates the county governments. The devolved system was a major factor in influencing the adoption of the current constitution and they came into play after the March 2013 election and hence the devolved government structure has not been in place for long enough and this implies that not many structures have been put in place to enable it carry out its activities properly as a result, the process of providing all the historical, present and future information related to human resources has been made very difficult since most of this work is done manually making it very hard to monitor the employees and the employee records.
Being one of the government establishments that do not have proper CHRIS, the Deputy County Commissioner’s office in Eldoret town experiences hardships in administering its human resource functions including that of monitoring employees. To improve in service delivery, it would be very important for the county government to implement CHRIS. If implemented, CHRIS would improve the management of information related to human resources, how the employees work, and ensure that they follow the right work procedures. Since the system would necessitate the adoption of the electronic clocking system, monitoring the employees would be much easier. Considering this gap and the necessity of the CHRIS, the researcher sought to carry out a study on the effects of Computerized Human Resource Information Systems on employee performance at the Deputy County Commissioner’s Office, Eldoret.

1.3 Objectives of the Study

The general objective was to find out effects of computerized human resource information systems on employee performance.

The specific objectives of the study were:

i. To find out the effects of CHRIS on Efficiency in locating records at the deputy county commissioners office.

ii. To establish the effects of CHRIS on time management at the deputy county commissioners office.

iii. To determine the effects of CHRIS on Efficiency of information management at the deputy county commissioners office.

iv. To examine effects of CHRIS on Efficient work performance at the deputy county commissioners office.
1.4 Research questions

The study was guided by the following research questions:

i. What are the effects of Computerized Human Resource Information Systems in locating records at the deputy county commissioner’s office?

ii. What are the effects of Computerized Human Resource Information Systems on time management at the deputy county commissioner’s office?

iii. What are the effects of Computerized Human Resource Information Systems on efficiency of information management at the deputy county commissioners’ office?

iv. What are the effects of Computerized Human Resource Information Systems on efficient work performance at the deputy county commissioners’ office?

1.5 Significance of the study

Findings from the study are hoped to be of benefit to the following;

As a result of this study, The Deputy County Commissioner’s staff will benefit since the management will get to understand the importance of implementing Human Resource Information Systems and the effect that it can have on employee performance. With this kind of information, the institution will be in a position of improving the performance of its employees.

The government of Kenya as well as other Non-Governmental Organizations will get to learn on the benefits of implementing CHRIS and as a result will implement it in most government institutions so as to attain improved employee performance which translates to organization performance.

The findings of this study will be beneficial to other organizations by bringing to light the importance of implementing CHRIS as well as the benefits associated with them.
It will also bring into light the aspect of employee performance and its importance to the organization.

The researcher will benefit from this study as a result of the informative nature of the study. It will also build on the available body of literature and as a result benefit future researchers seeking to carry out related studies.

1.6 Scope of the study

The study was conducted at the Deputy County Commissioner’s office, Eldoret West in UasinGishu County between June and July, 2014. In this study, CHRIS has been used to mean computerized record systems, electronic clock in and clock out systems and communication systems. Employee performance has been operationalized to mean efficiency in locating records, time management and efficiency in information and feedback.

1.7 Assumptions of the Study

During the study, it was assumed that the staff at the Deputy County Commissioner’s office had the relevant training on the use of CHRIS and could actually use it at the time of the study.
1.8 Operational Definition of Terms

**Employee performance:** It refers to employee output at a given time, in relation to the same output measured over a period of time. Employee performance can be measured by looking at employee efficiency, productivity and effectiveness.

**Computerized Human Resource Information System:** CHRIS refers to computerized record systems, electronic clock in and clock out systems and communication systems.

**Time management:** This term has been used in the study to refer to the proper use of time by employees so as to maximize on the available time.

**Information management:** Refers to the various measures put in place to ensure that information is not misused in the organization but is rather safe guarded to ensure that only the right information is available at the right time.

**Work performance:** This refers to the manner in which employees perform the actual piece of work assigned to them.

**Productivity:** This term has been used to refer to employee output over a given period of time.
CHAPTER TWO

LITERATURE REVIEW

2.1 Past studies

Researchers have done much on the area of human resource information systems though not much has been done to relate human resource information systems to employee performance. The literature that follows refers to work done as pertaining to past studies conducted by other researchers in similar fields.

2.1.1 Human Resource Information Systems

The human resources information system is one of the sub-systems within the information systems that concerns of providing all the historical, present and future information related to human resources, presenting them to the parties interested in these resources whether they are internal or external ones, to identify the value of human resources which are considered the sources that have the greater value in the economic units particularly in the service and industrial projects (Dessler, 2005).

The design of the human resources information systems assists in measuring the value of the human resources in a fiscal way and contributes to plan these resources on the economic unit, as well as the national one through the contribution in drawing the labor and employment policies and the other linked polices as migration, payments, promotions, and motives in a scientific way. The importance of human resources spurs out in the industrial and service projects through affecting the market valve of these economic units in the bank and commercial projects, as to their contribution to the economic processes used by these units and what these resources could form and occupy of the tangible and intangible that could affect in a way or another on the
performance continuation of these corporations, as a result, it is necessary to concern all the data related to human resources to be possible to get their benefit in all domains that need more improvement in performance (Collins and Smith, 2006).

Organizations must treat information as any other resource or asset. It must be organized, managed and disseminated effectively for the information to exhibit quality. Within an organization, information flows in four basic directions as upward, downward, horizontal and outward/inward (Haag & Cummings, 2008). Taking into account that there is a huge amount of information flow in organizations, it will be possible to understand the importance of information systems in organizations.

The information systems field is arguably one of the fastest changing and dynamic of all the business processions because information technologies are among the most important tools for achieving business firms’ key objectives. Until the mid-1950s, firms managed all their information flow with paper records. During the past 60 years, more and more business information and the flow of information among key business actors in the environment has been computerized. Businesses invest in information systems as a way to cope with and manage their internal production functions and to cope with the demands of key actors in their environments. Firms invest in information systems for the business objectives such as achieving operational excellence (productivity, efficiency, agility), developing new products and services, attaining customer intimacy and service, improving decision making, achieving competitive advantage and ensuring survival (Darden et al, 1994).

Along with the upsurge of computerized management information systems (MIS) in industrialized countries’ enterprises in the 1980s, HR functions increasingly started to deploy human resource information systems in their daily work. CHRIS was primarily
seen as MIS sub functions within HR areas intended to support the “planning, administration, decision-making, and control activities of human resource management. During the 1990s, along with the adoption of more complex HR practices focused on a company’s overall performance goal, CHRIS correspondingly evolved into more sophisticated information expert systems featuring analytical tools to support decision-making in managing human capital (Ostermann et al, 2009).

Information technology in the past decade drastically changed the human resources function. Providing support for mainly administrative activities such as payroll and attendance management in the beginning, information technology today enhances many of the recruitment function’s sub processes such as long and short-term candidate attraction, the generation, pre-screening, and processing of applications or the contracting and on-boarding of new hires. Online job advertisements on corporate web sites and internet job boards, online CV databases, different forms of electronic applications, applicant management systems, corporate skill databases, and IS supported workflows for the contracting phase are only few examples of the various ways by which information systems today support recruitment processes (Keim & Weitzel, 2009).

In HR planning process it is easier to follow workforce gaps, the quantity and quality of the labor force and to plan future workforce requirements with the help of HR knowledge systems (Dessler, 2005). CHRIS can support long range planning with information for labor force planning and supply and demand forecast; staffing with information on equal employment, separations and applicant qualifications; and development with information on training programs, salary forecasts, pay budgets and labor/employee relations with information on contract negotiations and employee assistance needs (Shibly, 2011). Risk and security management is another crucial
function which can be derived by CHRIS by following private and highly sensitive individual data and multiplatform security aspects which are perhaps the most serious factors that need to be taken into consideration (Karakanian, 2000).

CHRIS is defined as an “integrated system used to gather, store and analyze information regarding an organization’s human resources’ comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resources function” (Hendrickson, 2003). A CHRIS can perform a number of functions from the simple storage and communication of information, to more complex transactions. As technology advances, the range of functions that CHRIS can undertake increases. Actually CHRIS is directed towards the HR department itself (Ruël et al, 2004), but the use of CHRIS can provide a number of benefits not only to the HR function, but also line managers, and the wider organization (Parry, 2009). The use of CHRIS has been advocated as an opportunity for human resource professionals to become strategic partners with top management. CHRIS allows HR function to become more efficient and to provide better information for decision making (Beadles et al, 2005).

The increased use of web technology to deliver HR will leave HR specialists more time for strategic decision making and that outsourcing of people-management activities will liberate HR specialists to perform more strategic activities (Keim and Weitzel, 2009). According to Ulrich (2007; 2009) as one of the strategic partners, the HR manager derives benefit from CHRIS, to disseminate and execute the strategy within the organization. These systems enable employees to manage much of their own HR administrative work. They can take care of many routine transactions whenever they wish, because automated systems don’t keep office hours. In addition to their former operational role, HR professionals can also act as a competency
manager by arranging the right people to the right positions in the right time with their new strategic architecture role (Gürol, Wolff & Ertemisir, 2010).

CHRIS is thought to contribute to overall business performance by fulfilling or at least supporting the tasks of data storage and retrieval, of serving as primary administrative support tools, of reporting and statistics as well as of program monitoring (Ostermann et al., 2009). CHRIS plays an important role for any organization to effectively manage its human assets. Many organizations have adopted CHRIS to assist their daily human resources operations. CHRIS must align and satisfy the needs of the organization and its users in order to be successful (Noor & Razali, 2011).

2.1.2 Types of Human Resource Information Systems

2.1.2.1 Operational CHRIS

Operational human resource information systems provide the manager with data to support routine and repetitive human resource decisions. A number of operational-level information systems collect the data relating to human resources including the information about the organization’s positions, workforce and governmental regulations (Collins and Smith, 2006).

Employee Information Systems

The human resource department must have the information of the organization’s employees profile for taking various decisions. An employee profile includes personal and organization related information, such as name, address, sex, minority status, marital status, citizenship, years of service or seniority data, education and training, previous experience, employment history within the organization, salary rate etc (Dessler, 2005).
Position Control Systems
A job is usually defined as a group of identical positions. A position, on the other hand, consists of tasks performed by one worker. The purpose of this system is to identify each position in the organization, the job title, its classification and the currently assigned to the position to the employees. This system allows a human resource manager to identify the details about vacant positions in the organization (Beltran-Martin et al, 2008).

Applicant Selection and Placement Information Systems
After manpower planning has been identified and then a suitable pool of job candidates has been recruited. For this purpose, the candidates must be screened, evaluated, selected and placed in the various positions in the organization. The primary purpose of the applicant selection and placement information system is to assist human resource staff in these tasks (Beltran-Martin et al, 2008).

Performance Appraisal Information Systems
This Systems include performance related data and productivity information data. This data is used as evidence in employee grievance matters. Careful documentation of employee performance, method of measuring the performance of employees and reporting system, is the critical. Performance management information can lead to a number of decisions beyond merely supporting the operational decision to retain, promote, transfer, or terminate the employees in the organization (Ostermann et al, 2009).

2.1.2.2Tactical CHRIS
Tactical information systems are used to provide managers with support for decisions related with allocation of resources. Major important decisions in human resource
management include recruitment decisions; job analysis and design decisions, training and development decisions, and employee compensation plan decisions (Schuler et al, 2001).

**Job Analysis and Design Information Systems**

This system includes data from interviews with supervisors and workers and positive action guidelines and information from sources external to the firm, such as labor unions, competitors, and government agencies. The outputs of the job analysis information system are job descriptions and job specifications which provide managers with the basis for many tactical human resource decisions (Huselid, 1995).

**Information Systems for Recruitment**

For the recruiting function, the organization needs to develop a recruiting plan. The plan specifies the positions to be filled and the skills required of the employees for these positions. For this purpose, a recruiting information system is necessary which collect and process the many different types of information like a list of unfilled positions; the duties and requirements of these positions; lists of planned employee retirements, transfers, or terminations; and summaries of employee appraisals. Other inputs to the recruiting plan include data about turnover rates and about the success of past placements (Ferris et al, 1998).

**Compensation and Benefits Information Systems**

The Compensation and Benefits Information Systems support a variety of tactical human resource decisions, especially when compensation and benefits information is related to information from internal and external sources. Compensation and benefit plans can play an important part in improving an organization’s productivity (Becker et al, 2001).
Training and Development Information Systems

Training and development systems must meet the needs of jobs available in the organization as identified through the position control system and the job analysis and design system. The training should also be directed to the persons interested and should benefit them (Becker et al, 2001).

2.1.2.3 Strategic CHRIS

Strategic CHRIS helps the organization in to implement strategic human resource management.

Information Systems for Workforce Planning

Organization involved in long-term strategic planning, such as those planning to expand into new market areas, construct factories or offices in new locations and wants to add new products, will need information about the quantity and quality of the available workforce to achieve their goals. Information systems that support workforce planning serve this purpose (Ferris et al, 1998).

Information Systems Supporting Labour Negotiations

Negotiating with craft, maintenance, office, and factory unions requires information gathered from many of the human resource information systems. The human resource team completing the negotiating needs to be able to obtain numerous ad hoc reports that analyze the organization’s and union’s positions within the framework of both the industry and the current economic situation (Haag and Cummings, 2008).

Specialized Human Resource Information Systems Software

A great deal of software have been specifically designed for the human resource function. This software are available for all types and sizes of computers, including microcomputers. Software specifically designed for the human resource management
function, can be divided into two categories: comprehensive human resource information systems software and limited-function packages that support one or a few human resource activities (Huselid, 1995).

**Comprehensive and Computerized CHRIS**

In the last few years, the software industry has produced several products that organize the various human resource information systems into integrated software referred to as human resource information systems or CHRIS, software. In general, the computerization of CHRIS has resulted in an integrated database of human resource files like position files, employee files, job analysis and design files and many other human resource files are constructed in a coordinated manner using database management systems software so that application programs can produce reports from any or all of the files (Karakanian, 2000).

**2.1.3 Limited-function CHRIS**

Numerous commercial software packages are sold for use on mainframes, minicomputers, and microcomputers that are designed to handle one or a small number of human resource functions. Microcomputer versions of these single-function software packages are relatively inexpensive and easy to operate and allow the human resource manager to automate a function quickly and easily (Beltran and Martin et al, 2008).

**Training Software**

Many training software packages are available for all types and sizes of computers to provide online training for employees. They include; Management training software; sales training software; microcomputer training software; and word processing training software. These software packages can be used in computer-based training
programmes designed by human resource department for training specific employees in group and independent study programmes. Computer-based training aids often simplify the trainer’s job and allow the trainer to individualize instruction more easily than in traditional, group-based training classes (Dutton et al, 2006).

**Administrative and Strategic Implementation of CHRIS**

In examining the benefits of CHRIS there are two extremes, the pure administrative use of CHRIS and its strategic use. Ultimately the goal of both is to increase organizational value. CHRIS efficiency and administrative effectiveness can be described by studies of administrative CHRIS, but the overall efficiency and effectiveness of an organization can only be reached through strategic deployment of the information provided by a CHRIS. Administrative CHRIS is used in day-to-day operations and it is usually in the form of records that hold employee information (Ferris et al, 1998).

Administrative HR is much more efficient when it is used with IT because HR professionals are better able to handle large amounts of information efficiently. Watson Wyatt’s survey report concluded that it does not take a high progression of e-HR to reach high CHRIS performance on the administrative side. The results showed that a properly integrated e-HR system is the key to the evolution of the system. The survey covered all organization sizes, and the measures used included productivity improvements within the HR Organization, cost reductions, return on investment, and enhanced employee communications. They concluded that by properly implementing an e-HR system an organization should be able to reduce the amount of work for which the HR department is responsible which would then leave HR professionals free to concentrate on performing more strategic roles for the organization (Beltran and Martin et al, 2008).
In contrast to administrative CHRIS, strategic CHRIS is much more difficult to explain and measure because there is no way to be sure that the benefits are a direct result of strategic deployment of an CHRIS system. Strategic CHRIS consists of tools that assist in decision making. Strategic decisions may include those associated with recruitment and retaining employees. Much, if not all, of the administrative information held by CHRIS can be used to analyze an organization and formulate strategies to increase the value of an CHRIS. Some experts also believe that easy access to vital information will become an integrated part of many strategic decision-making processes (Beltran and Martin et al, 2009).

2.2 Effects of CHRIS on Efficiency in locating records

A computerized human resource information system (CHRIS) is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. It allows for global visualization and access of important employee information. Human resource departments require large amount of detailed information about the various activities of the organization, including human resource planning, recruitment and selection, training and development, payroll, employee-employer relations etc.

The quality of personnel management department’s contribution towards the organization’s working largely depends upon the quality and quantity of information held by it. Many HR activities and much effort by HR professionals are applied to obtain and update the database of all such information. Acquisition, storage and retrieval of information, is a significant challenge to the management. However, once the database is created, maintenance becomes a much easier task but it should always be taken into consideration that the data is secured and privacy of employees is safeguarded.
According to Ruel et al (2004) the importance of records systems is increasingly being recognized in organizations. It is therefore the responsibility of records managers to ensure that they gain the attention of decision-makers in their organizations. Gaining recognition is all about convincing management of the role of records systems as enabling unit in an organization.

Employees require information in order to carry out their official duties and responsibilities efficiently and effectively in a transparent manner. Records represent major sources of information and are almost the only reliable and legally verifiable source of data that can serve as evidence of decisions, actions and transactions in an organization (Spreitzer et al, 2005). According to Northwest Territories (2002), the role of records systems is to ensure that members of staff involved in different operations have the information they need when necessary.

Among their other purposes, records also act as raw materials for research in various disciplines, including scientific research, which is an important ingredient of socio-economic development. Furthermore, records can be used as an information resource for strategic planning purposes. The service provided by records systems is therefore of vital importance to both employees and organization success. The primary function of records systems is to facilitate the free flow of records throughout the entire organization. Most importantly, it remains the function of records systems to ensure that the organization’s records are safe for future reference (Dudley and Cortina, 2008).

All public and private offices, including businesses and government, generate personnel records. Personnel records play a vital role in providing the information needed by organizations to manage and pay their staff members, plan their workforce
requirements and monitor staff performance. Ultimately, any organization’s development and sustainability will depend on sound and effective human resource management, and the approaches it chooses to follow will be derived in part from an analysis of the information contained in personnel records. The goal of personnel records management is to ensure that a complete and comprehensive employment history of each employee is readily available for as long as it is needed, and that the information contained in personnel records supports the management, deployment, payment and development of staff. Other key objectives of personnel records management are to support transparency and organizational accountability and to enable accurate audits by creating and protecting human resource records as reliable evidence.

The purpose of this module is to provide guidance to those who create, use and keep personnel records, both in paper and electronic form. With the introduction of Computerized Human Resource Information Systems (CHRIS), human resource management functions and processes are increasingly conducted electronically. Many business processes that traditionally depended purely on the movement of paper have become partially or wholly computerized. The adoption of technology has allowed human resource managers not only to focus on purely administrative activities relating to individual employees, but also to develop well-researched strategies and plans, enabling human resource planning to be aligned directly with overall business objectives.

The benefits of technology are not limited to strategic planning, however. Increasingly, organizations are providing their staff with direct access to human resource information through an Intranet or web portal. As a result, organizations can communicate changes in personnel policies and procedures more easily; managers can
access staff records without having to keep multiple copies or wait for the delivery of a centrally held paper file; individual employees can access personal information about their work status and entitlements; and self-service facilities can be provided so that staff members can manage their own personal data. CHRIS are also increasingly likely to have built in workflow and business rules to promote consistency in operations and to allow for better monitoring. While technology is greatly affecting how human resource records are created, used and maintained, the record-keeping requirements remain the same no matter the medium. Regardless of whether records are electronic or paper, the evidence of decisions, actions, communications and transactions related to employees must be kept and safeguarded in accordance with records management principles.

2.3 Effects of CHRIS on time management

Effective time management is the key to high performance levels. Effective time management not only affects the productivity of your employees, but also helps to cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work-life balance and keeps them motivated. Time management training is one of the most effective tools to enhance the productivity of your team. In the time management training, participants are provided with a unique planning and managements systems that help them have greater control over their time as well as their performance. As a manager, sales person, administrative assistant or an executive, time is the most valuable asset. In order to have an effective utilization of time, prioritize task and activities then eliminate unnecessary elements (Pfeffer and Langton, 1993).

Effective time management cannot be turned on or off when convenient. It is a set of skills and behaviors that become a pervasive part of one’s professional and personal
life. The two major components of time management are practice and purpose. The practice component refers to what you do with the minutes of your day. The purpose component refers to finding and knowing your purpose in life. When you manage your time, the minutes of your life, and it falls in alignment with your purpose of your life, you have a fantastic chain reaction. This alignment can enable you to accomplish your tasks more effectively, to reach your goals more quickly, and to give you a greater sense of peace (Hisrich and Peters, 2002).

According to Hirsch and Peters (2002), “time is a unique quantity an entrepreneur (manager) cannot store it, rent it, and buy it. Everything requires it and it passes at the same rate for everyone. Time management involves investing time to determine what one wants out of his activities. Effective time management is the investment of time in such a way that optimal result is gotten from activities consuming a specific time quantity. Time management hinges on the principle that it is more important to do the right things than to do things right. The ability to choose between the important and the unimportant and be persistent on the correctly chosen sequence is the key determinant of effectiveness in time management.

Ultimately, the effectiveness of organizations comes down to the effectiveness of time usage, which is the concern of many managers. The management of time is an issue which is fundamental to job performance. In the past attention to the relationship between time and job performance was restricted to manual workers, and then, by means of organization and methods, to clerical workers. The consideration of time utilization for managerial and professional grades has not received much attention until recently (Dutton et al, 2006).
Current approaches are based on the assumption that personal effectiveness at work is primarily a function of the individual’s management of his/her time. The subject of time management and personal effectiveness overlaps with those dealing with such issues as leadership delegation and communication. The interest in time management as a topic of attention in its own right has drawn together these other issues. The principle issues of time management can be classified under three headings, that is, those related to the nature of the job, those related to the personality and attributes of the job holder and those related to the people who make up the job holder’s role set (Shaw et al., 2002).

As Shibly (2011) states, missed deadlines, lack of productivity and low-quality work can result from time-management problems in the workplace. Excessive socializing, disorganized assigning of responsibilities and projects, and unproductive meetings are also hallmarks of time management problems in the workplace. Time-management problems might also include problems prioritizing customer need and procrastination during sensitive decision-making periods.

One of the reasons time management remains so crucial for employees is that productivity suffers. Increased awareness and self-discipline can help increase effectiveness by 20 percent in some cases, according to ACCEL Team Development. Employees who manage their time wisely can take on more clients, submit more quality work, drive higher profits and contribute more positively to the overall company mission (Spreitzer et al., 2005).

Time management also plays an important role in teamwork. Employees who struggle with time-management skills may rely on other coworkers to help meet deadlines or regularly disappoint team members and managers. This can create resentment over
time, since employees better skilled in time management may feel that they're unfairly picking up slack for poor team players. These overburdened employers may eventually find work elsewhere to avoid accumulating their coworkers' responsibilities, leading to a depleted task force comprised of less-effective workers. On the other hand, workplaces that incorporate time-management skills celebrate teamwork as an effective way to get work done faster, smarter and better (Ulrich, 2007).

Productivity and teamwork are closely associated with morale. Time-management can have a considerable effect on morale. Employees with strong time-management skills feel challenged by their work, but not overwhelmed with feelings that they have more assignments than time permits. Enthusiastic, committed employees contribute to overall productivity and efficiency. Employees who feel overburdened may lose confidence in their ability to contribute to the company and give up. This can result in poor work quality, ineffective employees and drooping workplace morale (Ulrich, 2007).

Managers can increase time management skills for employees by first assessing each worker’s responsibilities and current time use. For example, workers can track how much time they spend each day in phone calls, responding to emails, attending in-person meetings or entering data into the company's records. After tracking time spent on specified work tasks and activities, managers should then meet with employees to identify time-wasters and brainstorm for ways to increase efficiency. For example, one employee may find that checking and responding to emails throughout the day decreases productivity. A better solution may be to handle email twice daily: in the morning and in the evening. Companies can also decide to hire outside time-management experts to share techniques with workers (Gurol et al, 2010).
According to Hendrikson (2003), “over the past two decades, firms have increasingly relied on the HR function to provide management solutions that increase the effectiveness of human capital”. CHRIS systems have evolved into complex tools designed to manage a rich variety of information about the firm’s human capital as well as to provide analytical tools to assist in decision making about the management of those assets. A well designed CHRIS can serve as the main management tool in the alignment or integration of the human resources department goals with the goals of long-term corporate strategic planning (Carrell et al., 1999). HR data needs to be presented to managers to aid decision making in the organization. This overall concept is known as Decision Support System (DSS) (Carrell et al., 1999). With the increasing importance of HR issues as critical factors in strategic planning and decision making, the ability of the CHRIS to quantify, analyze and model change becomes extremely important (Carrell et al., 1999). Effective CHRIS capabilities can provide a company with competitive and strategic advantage while going through a change process.

With the debut of large, competitive, dynamic and multinational industries, companies are now considering global CHRIS implementation projects. There are numerous global HR systems available that can support the basic HR processes from employee recruitment to termination as well as benefits administration, total compensation, absence management, time tracking, payroll and talent management associated with learning, performance, career and succession planning modules (Carneiro, 2011). Certainly global CHRIS implementation projects face the challenges of differences and uniqueness in different countries and regions such as cultural differences and language barriers. However, a global CHRIS enables more accurate planning and more transparent decisions.
Global CHRIS transcends beyond the ability to analyze and use employee data as the system supports geographically diverse operations to share ideas and innovations (Miller, 2004) and to create an ethos of cultural cohesion and closeness for employees (Insight Consulting Partners, 2004). Whether local or global, CHRIS has the potential to bring about improved planning and program development, decreased administrative and HR costs, accuracy of information and enhanced communication at all levels, thereby adding competitive value to the organization. Although CHRIS offers a wide variety of advantages, a range of issues arising from the new system adopted in the target Municipality has an influence on managerial satisfaction with the system, time management, cost management, HR functions and organizational effectiveness. This study sets out to explore the impact of CHRIS on each of these variables:

2.4 Effects of CHRIS on Efficiency of information management

A CHRIS brings about organizational effectiveness since it makes it easy to manage information in the sense that the HR department is more efficient and employees and management can access any of their records online whenever they need too. It removes the burden of HR to carry out mundane requests from employees thus, giving HR staff more time to spend on strategic tasks. Modern CHRISs have such extensive features that employees have everything they need at their fingertips.

Lengnick-Hall & Moritz (2003) believe that CHRIS will bring about informational efficiencies and time and cost savings that will enable HR departments to turn their attention to providing better and accurate analysis of current data upon which strategic business decisions may be made. Similarly, Shiri (2012) found that CHRIS provides HR professional with opportunities to enhance their contribution to the strategic direction of the firm. However, Beadles II, Lowery & Johns (2005) found that CHRIS has not yet accomplished this or reached its full potential in the HR environment.
In their study, they found that whilst directors overall are satisfied with the system, they have not yet realized the benefits beyond its effect on information and information sharing as the full capabilities of the system were being underutilized. Kumar (2012) emphasizes that whilst CHRIS is an important tool for HRM as it has the potential to provide better information for decision-making; its effectiveness depends on the challenges of its implementation and its effective integration within the organization. Evaluating the CHRIS in the Municipality based on the aforementioned dimensions reflects the value of the CHRIS in both operational and strategic functions.

The 21st century has come with essential changes in communication between organizations and audiences important thereto. In communication context, open space of communication, which becomes more open and uncontrollable, is being increasingly discussed. Organizations are working hard to fulfill their communication programmes which would correspond to the desires of external stakeholders and newest communication channels (Hisrich and Peters, 2002).

Equally important role in communication programmes should be taken by the division of internal communication, which, to a great extent, is based on the engagement of employees in defining organizational targets, tasks and values and building of internal culture. Although communication scientists and researchers have big discussions about the role and importance of internal communication in overall organizational programme of public relations, still there is a big number of organizations which do not have a clear understanding about the meaning of internal communication and the importance of it as a component in the creation of mutual understanding between the management and employees. Also, when regarding crisis situations, managers do not relate them to internal factors (Platts and Sobo’tka, 2010).
There has been a sea-change in communication technologies and a corresponding sea-change in communication theory and research. The organizational communication literature traditionally focused on how variations in organizational communication were affected by variations in the size, structure, and types of organization and how different types of organizational cultures gave rise to different types of organizational communication. The literature has now switched the causal ordering, emphasizing how new forms of organizational communication can bring about new organizational structures, cultures, as well as wholly new organizational forms (Rousseau, 2004).

New communication technologies and possibilities, combined with new challenges confronting organizations, are encouraging a whole new approach to organizational communication that challenges the very nature of organizations themselves. Radically new communication-enabled organizational forms are possible and are now emerging (O’ Brien and O’ Donnell, 1999). On a less grandiose scale, new communication technologies can enable almost every aspect of organizational management and effectiveness, including change management, knowledge management, participative management, innovation, and organizational partnerships and alliances.

The most notable advances in communication technology are groupware or computer facilitated group communication technologies. Boxall and Macky (2009) distinguish groupware in terms of temporal and spatial contexts. These communication technologies can help traditional organizational groups work together more effectively. But, more importantly, they help dispersed individuals work as a team. The development of co laboratories, designed to help dispersed scientists conduct collaborative research and development as if they were co-located in a laboratory, may be one of the most exciting applications of the new communication technologies and computer-enabled environments. By capitalizing on new communication
technologies, an organization should be able to realize a competitive advantage in its performance and in the marketplace (Podsakoff, 2006).

2.5 Effects of CHRIS on Efficient work performance

Today the focus of CHRIS is moving to the next logical step: employee self-service (ESS). In an article in HR Focus, it is reported that nearly half of the companies surveyed support using self-service interfaces as a means for collecting and disseminating HR data. Employee self-service, as the name implies, further reduces the administrative workload in HR departments by allowing employees to have updated access to their records. One of the most common methods of granting this access has been by moving CHRIS from client server architecture to a Web-based environment. Interactive voice response (IVR) is the latest method being adopted by many firms to allow employees to update their HR information. This includes such common tasks as updating address information, planning for retirement, updating health-plan information, reporting on life events such as the birth of a child, changing beneficiaries on life insurance, and managing 401(k) retirement annuities.

2.5 Employee performance

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans and Stajkovic, 1999; Pfeffer, 1993). In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not
do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011).

Macky and Johnson pointed that improved individual employee performance could improve organizational performance as well. From Deadrick and Gardner’s (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time.

On the other hand, Darden et al (1994) said employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

2.5.1 Employee performance measurement

The concepts of performance are studied through evaluation of overall performance and the management of the performance and the evaluation of performance is the process classifying certain outcomes within a definite timeframe (Coens& Jenkins, 2002). Moreover, the axiom, 'If you can't measure it, you can't manage it,' underpins the rationale for organization having a completed and comprehensive performance
measurement system such as the Balanced Scorecard or total quality performance management. This approach connects measures throughout an organization to translate high level objectives into lower level activities. Then, measures are imposed on individual employees to monitor their performance of these activities (Platts & Sobotka, 2010).

Performance criteria need to be unambiguous, clearly explained, relevant to the work tasks undertaken by employees and achievable. The criteria should not include factors beyond the control of the individual employee. Supervisors also need to be trained to provide regular, meaningful and constructive feedback. Employees should also be provided with appropriate training and development opportunities to overcome weaknesses in performance identified through the appraisal process. The assessment of individual employee performance also needs to focus on evaluating employee behavior and work performance and not the personality of the employee (O’ Donnell & O’ Brien, 1999).

According to Huselid (1995), employees within firms contribute for organizational performance and HRM practices can affect individual employee performance through their influence over employees’ skills and motivation and through organizational structures that allow employees to improve how their jobs are performed. Also, he used labor turnover, productivity as employee performance measurement when he test the influence of HRM practices on employee performance. Labor turnover is the rate at which an employer gains and losses employees.

Rousseau (2004) concluded that perceptions of job security, the presence of a union, compensation level, job satisfaction, organizational tenure, demographic variables such as age, gender, education, and number of dependents, organizational
commitment, whether a job meets an individual’s expectations, and the expressed intention to search for another job were all predictive of employee’s leaving, and Schneider (1990) also concluded that perceptions of organizational culture influenced turnover.

Job dissatisfaction could cause employees to leave once they have reached decisions on the desirability of movement and the perceived ease of movement. Prior to leaving the organization, individuals experiencing job dissatisfaction explore job alternatives and evaluate these in terms of their expected utility (Hisrich and Peters, 2002). The traditional approach therefore views voluntary separation as a consequence of low job satisfaction combined with alternative labor market opportunities that are subjectively perceived as having higher utility and relative ease of movement to alternative employment (Schneider, 1990). In order to avoid job dissatisfaction, employees need adequate remuneration, job security and comfortable working conditions (Shaw et al, 2002).

2.6 Empirical Review

At the heart of theoretical and empirical work on helping behavior in organizations is the notion that organizations often depend on such behaviors to deal with non-routine aspects of work. Human Resource behavior is a robust predictor of group and organizational performance (Podsakoff, 2000), and has become more important in light of movement toward greater employee involvement (Boxall&Macky, 2009), interactive work structures, and human resource flexibility within organizations (Beltrán-Martín, 2008). As helping behavior involves actions by which individuals positively affect others, much organizational research has sought to identify its immediate dispositional and situational antecedents. Less work has been devoted toward establishing broader mechanisms organizations can use to harness these
antecedents (Organ, Podsakoff, & MacKenzie, 2006). Thus, although current research offers guidance regarding individual level influences on helping behavior, it is less informative as to how organizations should promote and sustain helping between employees.

This study brings out the aspect of computerized human resource information systems (CHRIS) being able to serve as a broad-based influence on helping behavior within organizations. This argument is consistent with the behavioral perspective of strategic HR, which argues HR systems influence organizational performance by eliciting and controlling employee behaviors (Schuler et al., 2001). Establishing conceptual linkages between HR systems and employee behavior could offer a more coherent understanding of how performance can be facilitated in varying circumstances. HR scholars have argued that through appropriate HR systems, organizations can influence employee behaviors and build social capital as a potential source of competitive advantage (Collins & Smith, 2006; Evans & Davis, 2005). Despite the stated importance of employee behaviors in such work, HR systems have been examined most often in connection with firm. Level outcomes rather than individual level behaviors like individual employee performance. Such work provides a conceptual basis for considering employee behavior, but it is less useful in uncovering intervening mechanisms that characterize and encourage good behavior. Because HR system effects often are described as occurring through individual level variables, researchers have suggested a need to better understand HR systems’ influence on employees and relationships formed among them (Becker et al., 2001).
2.7 Conceptual framework

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHRIS</td>
<td>Employee Performance</td>
</tr>
</tbody>
</table>

- 1. Time management
- 2. Information management
- 3. Work performance
- 4. Locating of records

**Intervening variables**
- Availability of Funds
- Level of Acceptance
- Level of Education

**Figure 2.1: Conceptual Framework model**

**Source:** Author (2014)

Figure 2.1 is a conceptual representation of the relationship between the independent and dependent variables. From the framework, it is evident that with the implementation of Human Resource Information Systems, it is easier to attain...
efficiency in locating records; it is possible to achieve proper time management, attain efficiency in information management as well as proper work performance. When the above are attained, there would be better employee performance in all aspects which would go to a large extent to improve employee efficiency and organizational efficiency as well. The achievement of the above mentioned results would however not be automatic since there would be various determining factors and in the figure they have been relayed as the intervening variables. Since CHRIS requires money, availability of funds plays a major role in determining whether it is adopted or not. The Deputy County Commissioner’s office, being a government office, requires approval from the county government as well as the national government before such a system is put in place. The CHRIS system, being a new concept, is likely to receive a lot of resistance from the employees and as such, employee acceptance and good will would play a center stage in the implementation of the systems.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research design

The study used a descriptive research design. According to Godwin (2009) “descriptive research design allows the researcher to define clearly what he wants to measure and find adequate methods for measuring it along with a clear cut definition of the population he wants to study.” The research design was used because it allows the researcher to better study the issue at hand.

3.2 Study area

The study was carried out in UasinGishu County, at the Deputy County Commissioner’s office, Eldoret West. The place was chosen because it has the functions which can enable the researcher to collect data that can enable the objectives to be achieved.

3.3 Target population

Target population refers to the total number of respondents from which the researcher intends to collect data. The researcher targeted employees from the Deputy County Commissioner’s office in Eldoret West. The target population was comprised of 140 employees.

<table>
<thead>
<tr>
<th>Stratum</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>In charge</td>
<td>3</td>
</tr>
<tr>
<td>HR Staff</td>
<td>137</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

Source: Deputy County Commissioner’s Office, Eldoret West (2014)
3.4 Sample size and Sampling Procedures

Sample size is a representation of the whole population that seeks to present the qualities of the whole population (Kothari 2007). The study employed stratified sampling to group managers and non-managers. Simple random sampling and purposive sampling techniques were used in coming up with the sample. Simple random sampling was used because the population was well defined. The researcher purposively selected the three managers in the organization to take part in the study. This was done because of their position as well as due to the fact that they have more information as pertaining to the topic of study. On the non-managers, the researcher used 50% of the total population as stated by Oso and Onen (2008) that the sample size of 50% of the target population is to be selected according to the resources available. The samples were then randomly picked from the population due to the fact that the population was well defined. This led to a sample size of 72 respondents who took part in the study. This information is presented on table 3.2;

Table 3.2: Sample size

<table>
<thead>
<tr>
<th>Stratum</th>
<th>Target Population</th>
<th>Procedure</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>3</td>
<td>Purposive</td>
<td>3</td>
</tr>
<tr>
<td>Non managers</td>
<td>137</td>
<td>50/100 x 137</td>
<td>69</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td></td>
<td>72</td>
</tr>
</tbody>
</table>

3.5 Data collection procedures

The researcher acquired an introductory letter from the university and a permit from National Council of Science and Technology to conduct the research. After the letter
had been given, the researcher delivered the letter to the deputy county administration and it acted as the authority to administer the questionnaires to respondents.

3.6 Data collection instruments

Research instruments according to Mugenda and Mugenda (1999) refer to the actual tools used by a researcher to collect data in the field. The study used questionnaires as the research instruments.

Questionnaire

Kothari (2008) defines a questionnaire as that consisting of a number of questions printed or typed in a definite order on a form or set of forms. The researcher constructed closed-ended questions, which were administered to the respondents. The researcher used questionnaires because of their low cost and also because they are free from bias and it also provides the respondents with enough time to give well thought out answers. Also large samples can be made use of and thus the results can be made more dependable and reliable (Kothari, 2008)

3.6.1 Validity of Research Instruments

Validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study (Kothari, 1990). He further argues that validity of an instrument is demonstrated when that instrument performs its designed purpose. The validity in this study was established by discussing the questions on the questionnaire with the supervisors as well as other research experts.

3.6.2 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. It is a degree of constituency that the research
instruments or procedures demonstrate. It is the reproducibility of a measurement. It is qualified by taking several measurements on the same subjects. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurement studies (Mugenda and Mugenda 1999).

The reliability of data collection instrument was determined from a test - retest where the researcher administered the research instrument to individuals not included in the study. The researcher later used their responses to know the effectiveness of the research instrument.

3.7 Data analysis and presentation

Coding is the process of examining the raw qualitative data and assigning CODES or labels. At the end of data collection all completed questionnaires were thoroughly examined by the researcher after which the data was coded. After coding, summaries were obtained, which were used to further prepare the data for presentation and analysis. Data presentation was done using tables, pie charts and bar graphs. Tromp and Kombo (2006) described data analysis as the process through which the data that has been collected is examined. It involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions. It involves scrutinizing the acquired information and making inferences. The data was analyzed quantitatively using percentages and frequencies.

3.8 Ethical considerations

There were certain ethical protocols that were followed by the researcher. A permit was first obtained. The researcher ensured that the respondents were aware of the objectives of the research and their contribution to its completion. Also, the researcher solicited explicit consent from the respondents so as to ensure that their participation
in the study is out of their own volition. One other ethical measure that was exercised by the researcher was treating the respondents with respect and courtesy. This was done so that the respondents would be at ease making them more likely to give candid responses to the questionnaires.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Response rate

Seventy two (72) questionnaires were distributed to the respondents and from all the questionnaires given out, 67 were returned representing a return rate of 93.1%. The rest of the questionnaires were either misplaced or failed to be responded to at all. This shows that a large percentage of the respondents were very willing to avail information towards this study and therefore responded positively by completing the questionnaires given to them.

4.2 Demographic Information

For the completion of the study, it was worthwhile to find out the demographic information of the respondents as this would enable the researcher to understand the respondents involved in the study. In the process of finding out the demographic information of the respondents, the researcher sought out the gender, age, and level of education as well as the length of service of the respondents. The findings were as follows;

4.2.1: Gender of the respondents

For this study to be complete, it was important for the researcher to find out the gender of the respondents involved in the study since gender determines the level of understanding of individuals as well as the level of conceptualization. Generally, being male or female can in a great way affect the responses an individual gives when asked given questions. Gender was also sought to enable the knowledge of who took part in the study and generally deduce the gender distribution of the people working in
the county government headquarters. This would enable the researcher know whether gender equality is held with high esteem in the organization. Findings on the gender of respondents are presented on table 4.1 and figure 4.1;

**Table 4.1: Gender of the respondent**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>27</td>
<td>40</td>
</tr>
<tr>
<td>Female</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>67</td>
<td>100</td>
</tr>
</tbody>
</table>

Following the findings on table 4.1, it is evident that of the respondents who took part in the study, a majority are female represented by 60% while the minority are male represented by 40%. These findings show that the organization mostly hires female employees. Another reason for this occurrence could be the kind of jobs in the organization which means that most of the jobs in the organization are clerical hence more males are needed. The fact that both males and females took part in the study signifies that the organization is gender conscious and as a result, males, though few, are more than 30%.

**Figure 4.1: Gender of the respondents**
4.2.2 Age of respondents

The researcher was keen to determine the age of the respondents included in the study. Young employees are in a much better position of understanding and interpreting issues as they arise in the organization since they tend to be energetic while their elderly counterparts tend to act at a much slower rate though they tend to have more work experience hence it is very rare for them to make mistakes in their decisions. Although the young are still resilient, the elderly employees tend to work more diligently compared to the young and are therefore in a much better position of achieving results. Findings on age of respondents are presented on table 4.2 and figure 4.2;

Table 4.2: Age of respondents

<table>
<thead>
<tr>
<th>Age in years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>31-40</td>
<td>22</td>
<td>33</td>
</tr>
<tr>
<td>41-50</td>
<td>18</td>
<td>27</td>
</tr>
<tr>
<td>51 and above</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>67</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The study findings point to an environment made up of individuals aged 31 to 50. This is validated by the findings relayed on table 4.2 which indicate that of all the respondents who took part in the study, 22% were aged 18 – 30. On the same note, 33% of the respondents were aged 31-40, 27% were aged 41-50 while 18% were aged 51 and above. From the findings on this table, the age group with the highest proportion of individuals 31-40 while the least individuals are aged 51 and above. These findings imply that most people who make up the staff to organizations at the
moment are people in their mid-aged, characterized with lots of activity while the least are the elderly who do not have much time to do other things. These findings indicate that the organization has employed a competent workforce.

**Figure 4.2: Age of respondents**

![Age of respondents chart]

4.2.3 Level of education of respondents

The level of education is very essential in indicating the level of professionalism in an individual as well as the ability of an individual to understand and interpret concepts. This information was sought to give the researcher an insight into the level of education of the respondents included in the study and as a result enable the researcher to understand the level of professionalism of the respondents and as a result gauge the findings resulting from the study. The findings are presented on table 4.3 and figure 4.3;
Table 4.3: Level of education of respondents

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>College</td>
<td>32</td>
<td>48</td>
</tr>
<tr>
<td>University</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>67</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.3 presents the level of education of respondents included in the study. From the figure, 22% of the respondents had secondary school education as their highest, 48% had college education as their highest and 30% had university education as their highest level of education. These findings point to a large proportion of the respondents having gone up to the college level with their education while the least of the respondents have had secondary education as their highest hence the respondents included in the study are largely professionals who understand the requirements of the study as opposed to the small number of secondary school leavers who may not understand well the requirements of the study.

Figure 4.3: Level of education of respondents
4.2.4 Length of service of respondents

The researcher intended to find out the length of service of the respondents as this would enable ascertain how well versed with the organization’s operations the respondents were. Length of service also determines how conversant an individual is and is also directly proportional with efficiency.

Table 4.4: Length of service of respondents

<table>
<thead>
<tr>
<th>Length of service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>2-5 years</td>
<td>35</td>
<td>52</td>
</tr>
<tr>
<td>More than 5 years</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>67</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The findings on respondents’ length of service are presented on table 4.4 and from the findings, 18% if of the respondents have worked for less than 2 years, 52% have worked for 2-5 years, and 30% have worked for more than 5 years. These findings show that most of the respondents had worked in the organization for more than 2 years and only a negligible proportion therefore has worked for less than 2 years. These findings are an indication that a large proportion of the respondents included in the study have been in the organization for a reasonable period of time and therefore have extensive knowledge of the organization. This means therefore that they are well placed to respond well to the questions directed their way by the study.
Figure 4.4: Length of service of respondents
4.3 Specific information

4.3.1 Effects of CHRIS on efficiency of locating records

The study sought to ascertain the effects of CHRIS on efficiency of locating records.

The findings on this are presented on table 4.5 and figure 4.5;

Table 4.5: Effects of CHRIS on efficiency of locating records

<table>
<thead>
<tr>
<th>Effects of CHRIS on efficiency of locating records</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The systems are mainly used with the aim of improving overall records management</td>
<td>Freq 34</td>
<td>15</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td><strong>3.98</strong></td>
</tr>
<tr>
<td>%</td>
<td>51</td>
<td>22</td>
<td>11</td>
<td>7</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>The use of CHRIS leads to an improvement in operational efficiency since it enhance proper record location</td>
<td>Freq 31</td>
<td>16</td>
<td>9</td>
<td>7</td>
<td>4</td>
<td><strong>3.94</strong></td>
</tr>
<tr>
<td>%</td>
<td>46</td>
<td>24</td>
<td>13</td>
<td>11</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>The organization can majorly use it to foster accountability among employees</td>
<td>Freq 29</td>
<td>22</td>
<td>8</td>
<td>6</td>
<td>2</td>
<td><strong>4.05</strong></td>
</tr>
<tr>
<td>%</td>
<td>43</td>
<td>33</td>
<td>12</td>
<td>9</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>With CHRIS, employees are able to meet their targets</td>
<td>Freq 35</td>
<td>14</td>
<td>6</td>
<td>9</td>
<td>3</td>
<td><strong>3.76</strong></td>
</tr>
<tr>
<td>%</td>
<td>52</td>
<td>22</td>
<td>9</td>
<td>13</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
The study found out that the CHRIS systems are mainly used with the aim of improving overall records management as was shown by 34 (51%) of the respondents who strongly agreed and 15 (22%) who agreed on the same note, 7 (11%) were undecided, 5 (7%) disagreed, and 6 (9%) strongly disagreed. As depicted by the mean of 3.98, it is evident that this statement had most of the respondents supporting it.

Basing on the study findings, the use of CHRIS leads to an improvement in operational efficiency since it enhances proper record location as 31 (46%) strongly agreed, 16 (24%) agreed, 9 (13%) were undecided, 7 (11%) disagreed and 4 (6%) strongly disagreed. This statement had a mean of 3.94.

Organizations can use CHRIS to foster accountability among employees as was reported by 29 (43%) of the respondents who strongly agreed and 22 (33%) who agreed. On the same note, 8 (12%) were undecided, 6 (9%) disagreed and 2 (3%) strongly disagreed. To this statement, the highest number of the respondents strongly agreed and agreed as depicted by the mean of 4.05, which is the highest.

From the study, it was ascertained that with CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information as 35 (52%) strongly agreed, 14 (22%) agreed, 6 (9%) were undecided, 9 (13%) disagreed, 7 (11%) strongly disagreed.

<table>
<thead>
<tr>
<th>The systems have played a very major role in proper record retrieval</th>
<th>Freq</th>
<th>27</th>
<th>24</th>
<th>4</th>
<th>5</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td></td>
<td>40</td>
<td>36</td>
<td>6</td>
<td>7</td>
<td>11</td>
</tr>
</tbody>
</table>

The study found out that the CHRIS systems are mainly used with the aim of improving overall records management as was shown by 34 (51%) of the respondents who strongly agreed and 15 (22%) who agreed on the same note, 7 (11%) were undecided, 5 (7%) disagreed, and 6 (9%) strongly disagreed. As depicted by the mean of 3.98, it is evident that this statement had most of the respondents supporting it.

Basing on the study findings, the use of CHRIS leads to an improvement in operational efficiency since it enhances proper record location as 31 (46%) strongly agreed, 16 (24%) agreed, 9 (13%) were undecided, 7 (11%) disagreed and 4 (6%) strongly disagreed. This statement had a mean of 3.94.

Organizations can use CHRIS to foster accountability among employees as was reported by 29 (43%) of the respondents who strongly agreed and 22 (33%) who agreed. On the same note, 8 (12%) were undecided, 6 (9%) disagreed and 2 (3%) strongly disagreed. To this statement, the highest number of the respondents strongly agreed and agreed as depicted by the mean of 4.05, which is the highest.

From the study, it was ascertained that with CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information as 35 (52%) strongly agreed, 14 (22%) agreed, 6 (9%) were undecided, 9 (13%) disagreed, 7 (11%) strongly disagreed.
disagreed. This statement was the least supported as shown by the mean of 3.76 implying that the least number of the respondents strongly agreed and agreed with the statement.

Further, on the importance of CHRIS on efficiency of locating records, it was ascertained that CHRIS has played a very pronounced role in record retrieval as 27(40%) strongly agreed, 24(36%) agreed, 4(6%) were undecided, 5(7%) disagreed, 7(11%) strongly disagreed. To this, the researcher registered a mean of 3.82.

**Figure 4.5: Effects of CHRIS on efficiency of locating records**
4.3.2 Effects of CHRIS on time management

For the completion of the study, the researcher saw it worthwhile to find out the effects of CHRIS on time management. The findings on this are presented on table 4.6 and figure 4.6;

Table 4.6: Effects of CHRIS on time management

<table>
<thead>
<tr>
<th>Effects of CHRIS on time management</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The systems have improved on time saving</td>
<td>Freq 34</td>
<td>15</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>51</td>
<td>22</td>
<td>11</td>
<td>7</td>
<td>9</td>
<td>3.98</td>
</tr>
<tr>
<td>CHRIS enables better time management by speeding up work</td>
<td>Freq 33</td>
<td>18</td>
<td>8</td>
<td>3</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>49</td>
<td>27</td>
<td>12</td>
<td>5</td>
<td>7</td>
<td>4.05</td>
</tr>
<tr>
<td>Proper CHRIS implementation fosters accountability hence time saving</td>
<td>Freq 30</td>
<td>21</td>
<td>9</td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>45</td>
<td>31</td>
<td>13</td>
<td>6</td>
<td>5</td>
<td>3.98</td>
</tr>
<tr>
<td>The implementation of Human Resource Information Systems makes it easier for employees to utilize their time effectively</td>
<td>Freq 27</td>
<td>24</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>40</td>
<td>36</td>
<td>6</td>
<td>7</td>
<td>11</td>
<td>3.88</td>
</tr>
<tr>
<td>CHRIS doesn’t play any role</td>
<td>Freq 3</td>
<td>9</td>
<td>6</td>
<td>14</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>4</td>
<td>13</td>
<td>9</td>
<td>22</td>
<td>52</td>
<td>1.97</td>
</tr>
</tbody>
</table>
Table 4.3 shows the effects of CHRIS on time management. From the table, it is evident that the systems have improved on time saving as is shown by 34(51%) who strongly agreed and 15(22%) who agreed on the same statement, 7(11%) were undecided, 5(7%) disagreed and 6(9%) strongly disagreed pitching those who strongly agreed and agreed at a higher proportion compared to those who were against the statement. This statement had a mean of 3.98.

Further, the study ascertained that 33(49%) strongly agreed to the statement that CHRIS enables better time management by speeding up work. On the same, 18(27%) agreed, 8(12%) were undecided, 3(5%) disagreed and 5(7%) strongly disagreed. The responses added up to a mean of 4.05.

The table further relays that Proper CHRIS implementation fosters accountability hence time saving. This is shown by 30(45%) who strongly agreed, 21(31%) who agreed, 9(13%) who were undecided, 4(6%) who disagreed and 3(5%) who strongly disagreed. The responses added up to a mean of 3.98.

From the study, it was also evident that 27(40%) strongly agreed, 24(36%) agreed, 4(6%) were undecided, 5(7%) disagreed and 7(11%) strongly disagreed with the statement that the implementation of Human Resource Information Systems makes it easier for employees to utilize their time effectively. In this case, the responses added up to a mean of 3.88.

Finally, it was ascertained that CHRIS plays a very major role in time management as shown by the small number of people who strongly agreed and agreed with a statement on the contrary. 3(4%) strongly agreed with the statement that CHRIS
doesn’t play any role in time management, 9 (13%) agreed, 6 (9%) were undecided, 14 (22%) disagreed and 35 (52%) strongly disagreed with the statement. From these findings, it is hence evident that CHRIS plays a very pronounced role in organizational time management. The mean to this statement was 1.97. It received the least mean due to its nature. It was in the contrary.

Figure 4.6: Effects of CHRIS on time management

4.3.3 Effects of CHRIS on efficiency of information management

Following objective three of the study, the researcher sought to find out the effects of CHRIS on efficiency of information management. The findings are presented on table 4.7 and figure 4.7;
Table 4.7: Effects of CHRIS on efficiency of information management

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads to better information management</td>
<td>46</td>
<td>69</td>
</tr>
<tr>
<td>Provides better alternatives for information management</td>
<td>41</td>
<td>61</td>
</tr>
<tr>
<td>Improves the flow of information in the organization</td>
<td>53</td>
<td>79</td>
</tr>
</tbody>
</table>

The table above has findings on the effects of CHRIS on efficiency of information management. The data on the table point out that human resource information systems lead to better information management as shown by 46 (69%) of the respondents. 41 (61%) stated that it provides better alternatives for information management in the organization. The highest number of the respondents, 53 (79%) confided that human resource information systems improve the flow of information in the organization. From these findings, implementation of CHRIS is very important for information management.

Figure 4.7: Effects of CHRIS on efficiency of information management
4.3.4 Effects of CHRIS on efficiency of work performance

The study sought to find information on the effects of CHRIS on efficiency of work performance. This is presented on table 4.8 and further on figure 4.8;

Table 4.8: Effects of CHRIS on efficiency of work performance

<table>
<thead>
<tr>
<th>Effects of CHRIS on efficiency of work performance</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>The systems are likely to improve on the work output</td>
<td>Freq 30</td>
<td>28</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>4.23</td>
</tr>
<tr>
<td>%</td>
<td>45</td>
<td>42</td>
<td>7</td>
<td>4</td>
<td>2</td>
<td>4.23</td>
</tr>
<tr>
<td>With the systems, improved employee commitment can be achieved</td>
<td>Freq 32</td>
<td>26</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4.17</td>
</tr>
<tr>
<td>%</td>
<td>48</td>
<td>38</td>
<td>3</td>
<td>5</td>
<td>6</td>
<td>4.17</td>
</tr>
<tr>
<td>Information systems are in a position of reducing absenteeism and employee turnover</td>
<td>Freq 29</td>
<td>20</td>
<td>10</td>
<td>7</td>
<td>1</td>
<td>4.02</td>
</tr>
<tr>
<td>%</td>
<td>42</td>
<td>30</td>
<td>15</td>
<td>11</td>
<td>2</td>
<td>4.02</td>
</tr>
<tr>
<td>The implementation of Human Resource Information Systems, is much easier to meet organizational goals</td>
<td>Freq 27</td>
<td>24</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>3.88</td>
</tr>
<tr>
<td>%</td>
<td>40</td>
<td>36</td>
<td>6</td>
<td>7</td>
<td>11</td>
<td>3.88</td>
</tr>
<tr>
<td>With CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information</td>
<td>Freq 34</td>
<td>15</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td>3.98</td>
</tr>
<tr>
<td>%</td>
<td>51</td>
<td>22</td>
<td>11</td>
<td>7</td>
<td>9</td>
<td>3.98</td>
</tr>
<tr>
<td>CHRIS plays a very major role in</td>
<td>Freq 30</td>
<td>25</td>
<td>4</td>
<td>6</td>
<td>2</td>
<td>4.11</td>
</tr>
</tbody>
</table>
enhancing employee work efficiency | % | 45 | 37 | 6 | 9 | 3 |

Table 4.8 displays findings on the effects of CHRIS on efficiency of work performance at the Deputy County Commissioner’s office, UasinGishu County. As per the table, it is evident that the systems are likely to improve on the work output as indicated by the responses whereby 30(45%) strongly agreed, 28(42%) agreed, 5(7%) were undecided, 3(4%) disagreed and 1(2%) strongly disagreed indicating that a larger proportion of the respondents were for the statement. The statement had a mean of 4.23, the highest. Such mean points out to the proportion of the respondents who strongly agreed and agreed with the statement.

32(48%) strongly agreed that with the systems, improved employee commitment can be achieved, 26(38%) agreed, 2(3%) were undecided, 3(5%) disagreed and 4(6%) strongly disagreed indicating that the implementation of Human Resource Information Systems in the organization can enable the achievement of employee commitment in the organization. This thought had a mean of 4.17.

Further, the study ascertained that information systems are in a position of reducing absenteeism and employee turnover. This it does by capturing the information of the employees at any time that they leave the organization and whenever they come back. To this statement, 29(42%) strongly agreed, 20(30%) agreed, 10(15%) were undecided, 7(11%) disagreed and 1(2%) strongly disagreed. The support given to this statement amounted to a mean of 4.02.
The implementation of Human Resource Information Systems makes it much easier to meet organizational goals as shown by 27(40%) who strongly agreed and 24(36%) who agreed. 4(6%) were undecided, 5(7%) disagreed and 7 (11%) strongly disagreed. The mean was 3.88.

The study also found out that with CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information. This was shown by 34(51%) who strongly agreed and 15(22%) who agreed. On the same, 7(11%) were undecided, 5(7%) disagreed and 6(9%) strongly disagreed. The mean in this case had a mean of 3.98.

The study also ascertained that CHRIS plays a very major role in enhancing employee work efficiency since to this statement 30(45%) strongly agreed, 28(42%) agreed, 5(7%) were undecided, 3(4%) disagreed and 1(2%) strongly disagreed. These findings indicate the effects of CHRIS on efficiency of work performance. The responses added up to a mean of 4.11 which is the highest.
4.4 Discussion of findings

4.4.1 Effects of CHRIS on efficiency of locating records

The study findings indicate that CHRIS systems are very important in records management since it improves the overall records management. This it does by making the overall process of records management less labor intensive. As a result therefore, operational efficiency is achieved through easier record location and this in turn leads to better performance of the employees involved. These findings are based on the words of (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), who state that improved records management is a robust predictor of group and organizational performance and has become more important in light of movement toward greater
employee involvement, interactive work structures, and human resource flexibility within organizations (e.g., Beltrán-Martín, Roca-Puig, Escrig-Tena, & Bou-Llusar, 2008). Based on this argument, Human Resource information systems play a very pronounced role in providing a framework with which information can be easily reached by making it easy to access human resource records. The study findings show that when used, Human Resource Information Systems can relieve an organization of unnecessary time wasting when it comes to file allocation time as well as worker idle time. This is sure to lead to improved work performance. The significance for the execution of CHRIS varies among organizations. Some use it to reduce costs, others to accelerate better communication, and some use it to re-orient HR activities to increase the department’s strategic contribution (Parry, Tyson, Selbie, & Leighton 2007). Ngai and Wat (2006) conducted a survey of the implementation of CHRIS in Hong Kong organizations. They found that the greatest benefits of the implementation of CHRIS were the quick response and access to information that it brought. Moreover, the application of an CHRIS would minimize HR related costs by automating information and reducing the number of HR employees; by facilitating employees to monitor & control their own personal information; and by permitting managers to access relevant information and data, conducts analyses, make decisions, and communicate with others without consulting an HR professional (Awazu & Desouza, 2003).

4.4.2 Effects of CHRIS on time management

The study findings point to a scenario whereby, the use of CHRIS improves time saving which it does by making it much easy for the employees to discharge their duties effectively within the stipulated time. Beckers and Bsat (2002) identified at least five reasons about the use CHRIS by companies, these are: increase competitiveness by improving HR operations; produce a greater number and variety
of HR-related reports; shift the focus of HR from the processing of transactions to strategic HRM; make the employees’ part of CHRIS; and reengineer the entire HR function of companies; and improve time management among employees. Due to this, speeding of work can be achieved in an organization once CHRIS is used leading to much faster results. As stated by Lawler & Mohrman (2003), the current generation of CHRIS automates and devolves routine administrative and compliance functions traditionally performed by corporate HR departments and can facilitate the outsourcing of HR. More recent research shows greater use of CHRIS in support of strategic decision making by HR. With an appropriate CHRIS, HR staff enables employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment are facilitated. Finally, managers can access the information they need to legally, ethically, and effectively support the success of their reporting employee. According to North (2004), time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Effective time management is the key to high performance levels. Effective time management not only affects the productivity of your employees, but also helps to cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work-life balance and keeps them motivated.

4.4.3 Effects of CHRIS on efficiency of information management

The existing literature on CHRIS suggests that they have different impacts on HR across Organizations as early surveys suggested that CHRIS were used predominantly
to automate routine tasks and to replace filing cabinets hence improve the way information is managed in organizations (Martinsons, 1994). Ball (2001) concluded that CHRIS provided a very elaborate framework for information management. On the same note, this study pointed out to the role played by Human Resource Information Systems in information management stating that it improves the flow of information in the organization, leads to better information management and provides better alternatives for information management. These findings, combined with those ones of Martinsons and Ball, indicate that the implementation and use of CHRIS improves efficiency of information management.

4.4.4 Effects of CHRIS on efficiency of work performance

Put in the words of Claessens. Et al (2007), performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments. High performance in organizations is when an organization is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time. Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments. To improve organization performance is through effective time management. Performance also determines the success and survival of every organization. From these statements, performance is hence very significant to an organization’s survival. Performance is measured in terms of work output, employee commitment, punctuality and reduced absenteeism. The study ascertained that CHRIS leads to improved work output. Work output is a prominent indicator of employee commitment which points to better work performance. According to Hendrickson, (2003), employee performance influences the overall organizational performance. This study points out that CHRIS systems are likely to improve on the work output as well as an improved employee commitment.
can be achieved. It was also ascertained that information systems are in a position of reducing absenteeism and employee turnover. This it does by capturing the information of the employees at any time that they leave the organization and whenever they come back. The implementation of Human Resource Information Systems also makes it much easier to meet organizational goals.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the findings

This section provides a summary of findings starting with the general information and further a summary of the findings as per the study objectives.

5.1.1 General Information

A majority of the respondents included in the study are female represented by 60% while the minority is male represented by 40%. These findings show that the organization mostly had female employees. Of all the respondents who took part in the study, the majority were aged 31 – 40 and the minority were 51 years and above. Most of the respondents at the deputy county commissioner’s office had college education as their highest level while the least had secondary school education. From these findings, it is evident that respondents included in the study are largely professionals who understand the requirements of the study as opposed to the small number of secondary school leavers who may not understand well the requirements of the study. From the study, the majority of the respondents have worked for between 2 and 5 years indicating that they have been in the organization for a long time.

5.1.2 Effects of CHRIS on efficiency of locating records

On the effects of CHRIS on efficiency of locating records, the study found out that the CHRIS systems are mainly used with the aim of improving overall records management as was shown by the majority of the respondents who strongly agreed and the high proportion who agreed. A very negligible proportion of the respondents represented the undecided, the disagreed and those who strongly disagreed. Basing on
the study findings, the use of CHRIS leads to an improvement in operational efficiency since it enhances proper record location as the majority of the respondents strongly agreed and agreed. The organization can majorly use it to foster accountability among employees as was reported by the majority of the respondents who strongly agreed and those who agreed. On the same note, a lower proportion was undecided, a lower proportion disagreed and the lowest proportion strongly disagreed. With CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information. To this statement, the majority of the respondents strongly agreed and an almost equal proportion agreed. The least were undecided, a slightly higher proportion disagreed and a slightly higher proportion strongly disagreed. The study also found out that the system has played a major role in records retrieval.

5.1.3 Effects of CHRIS on time management

Human resource information system affects time management by improving on time management. This is as indicated by the large proportion of the respondents who strongly agreed as well as those who agreed who agreed on the same statement. On the same note, a very low proportion represented those who were undecided, disagreed and strongly disagreed. These findings therefore point to the fact the implementation can greatly improve on time saving in the organization. The study also ascertained that CHRIS enables better time management by speeding up work as was shown by the number of

Further, from the study, a large majority of the respondents strongly agreed to the statement that CHRIS enables better time management by speeding up work. On the same, a slightly lower proportion agreed, a much lower proportion was undecided, the least disagreed and an almost equal proportion strongly disagreed.
From the study, it was also ascertained that proper CHRIS implementation fosters accountability hence time saving. This was shown by the majority of the respondents who strongly agreed and agreed. A much lower proportion of the respondents were undecided, a much lower proportion disagreed and the least of the respondents strongly disagreed.

The study further ascertained that of all the respondents, the larger majority strongly agreed, a slightly lower proportion agreed, the least were undecided, a slightly higher proportion disagreed and a much higher proportion strongly disagreed with the statement that the implementation of Human Resource Information Systems makes it easier for employees to utilize their time effectively. This implies that the implementation of CHRIS improves the level of accountability of the employees as pertaining to time management. CHRIS also plays a very major role in time management as shown by the small number of people who strongly agreed and agreed with a statement on the contrary. These findings point out that CHRIS goes a long way in ensuring that there is proper time management in the organization.

5.1.4 Effects of CHRIS on efficiency of information management

The findings from the study indicated that human resource information systems play a very important role in the efficiency of information management. CHRIS does this by improving the flow of information in the organization as was shown by the majority of the respondents who took part in the study. CHRIS also improves efficiency of information management by providing the ground for better information management in the organization. Human resource information systems also provide better alternatives for information management in the organization as was shown by the least proportion of the respondents. These findings point to the fact that human
resource information systems play a very major role in improving efficiency of information management.

5.1.5 Effects of CHRIS on efficiency of work performance

The study further sought to find out the effects of CHRIS on efficiency of work performance at the Deputy County Commissioner’s office, Eldoret County. It is evident that the systems improve on the work output as was indicated by the responses whereby the highest proportion of the respondents which strongly agreed and agreed. A slightly lower proportion was undecided and the least disagreed and strongly disagreed indicating that a larger proportion of the respondents were for the statement.

The study ascertained that with human resource information systems, improved employee commitment can be achieved as most of the respondents strongly agreed and agreed. The least were undecided, a slightly higher proportion disagreed and strongly disagreed indicating that the implementation of Human Resource Information Systems in the organization can enable the achievement of employee commitment in the organization. Further, the study ascertained that information systems are in a position of reducing absenteeism and employee turnover. This it does by capturing the information of the employees at any time that they leave the organization and whenever they come back. It was also ascertained from the study that the implementation of Human Resource Information Systems makes it much easier to meet organizational goals.

5.2 Conclusions

Human resource information systems greatly contribute to the efficiency of locating records. This is achieved through an improvement in operational efficiency. The
organization can also use CHRIS to foster accountability among employees. Basing on the importance of human resource information systems, they therefore play a very pronounced role in organizations. Human resource information systems also ensure that employees are enabled to meet their targets much easily through easy retrieval of information.

Human resource information systems have a major contribution to time management. This has happened in terms of speeding up work. Proper CHRIS also fosters accountability which later leads to time saving. From the study, it was also ascertained that the implementation of Human Resource Information Systems makes it easier for employees to utilize their time effectively.

The study also found out that CHRIS improves the efficiency of information management by providing better alternatives for information management as well as improving the flow of information in the organization. With this, it would therefore be very important if an organization implements human resource information systems.

The implementation of CHRIS is likely to lead to better work output by reducing absenteeism among employees since the system ensures that all their moves are monitored.

5.3 Recommendations

From the findings in this study, the following recommendations were made;

To achieve an improvement in the location of records, the Deputy County Commissioner’s office should ensure that CHRIS is implemented. This will ensure that the overall record management is improved which in the end leads to improved organizational performance. The researcher, based on the study findings, recommends
that the right structures should be put in place by the government that will ensure that
information technology takes a center stage in the Deputy County Commissioner’s
office as this will ensure that implementation of CHRIS is much easier. With its
implementation, customer service is bound to go up since the location and retrieval of
information will be improved. Human Resource Information Systems have the
capacity of improving the overall organizational records management which ensures
that records are well kept. This, in the long run leads to information security which
assures the accessibility of files whenever they are needed.

It would be very essential that enough resources are invested towards the
implementation of CHRIS. This would be in the form of the required hardware and
software. Being that electronic gadgets are needed for this undertaking, both the
County Government and National Government should invest resources towards
ensuring that the hardware and software associated with the implementation of
CHRIS are procured. This should be driven by the importance of CHRIS on time
management. This will ensure that the employees spend the organization’s time
appropriately and that work is done appropriately. CHRIS implementation, as showed
in the study findings, has the capacity of speeding up work and fostering
accountability among employees.

There is need for the employment of the services of professionals as the Human
Resource personnel who will spearhead the implementation of CHRIS at the Deputy
County Commissioner’s office. Other than this, it would be very essential that the
employees working there at the moment are given the appropriate training that will
enable them work with the newly hired personnel in using the Human Resource
Information Systems. This would ensure that CHRIS is implemented full and that the
management of information is improved. The achievement of this goal would also
ensure that there is a proper flow of information in the organization as vertical, horizontal and diagonal communication will be strengthened. Access to information pertaining the employees will also be made much easier.

Human Resource Information System is likely to improve work output in the long run as a result of reduced absenteeism, improved employee commitment and proper information flow and also make it easier for the organization to meet its goals. This calls for collaboration with all the stakeholders so as to achieve this feat. Enough finances should also be allocated for the implementation process since so much finance is needed for the complete implementation of the process.

There is need for consultation with other organizations and institutions, both governmental and nongovernmental which have implemented the use of CHRIS so as to get the facts right and attain a smooth implementation.

5.4 Limitations of the study

In the process of carrying out this study, the researcher came across some difficulties while trying to get some personal information from the respondents since they deemed such information private while information pertinent to the institution might be somehow regarded confidential, hence hindering the researcher in gathering adequate information for the study. This called for adequate clarifications by the researcher on the importance of the study as well as the fact that the study was meant for academic purposes only.

At the time of carrying out the study, most of the respondents were in the course of carrying out their routine jobs and as a result, finding time to fill in the questionnaires was difficult. This called for constant communication between the researcher and the
institution so as to find the right fit in terms of time which would allow for collection of data from all the respondents.

Another limitation of this study is brought about by the fact that this study was a case study and therefore concentrated on only one organization, the deputy county commissioner’s office which also happens to be a public office. Due to this, the findings of the study may not apply to other organizations, mainly the private organizations

5.5 Suggested areas for further research

Based on the findings of this study, further research should be carried out on the following areas;

i. Effects of human resource information systems on employee accountability.

ii. Challenges facing proper implementation of human resource information system.

iii. The same study should be conducted again in another environment so as to ensure that very comprehensive findings are obtained.
REFERENCES


APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Dear sir/ madam/Respondent

Re; research questionnaire

I am a student at Kisii University undertaking a Master’s Degree in Human Resource Management. I am conducting a study about an assessment of the effects of computerized human resource information systems on employee performance: a case of the deputy county commissioner’s staff, Eldoret west The study is conducted purely for academic purposes. Your response will be strictly confidential to provide insight into the issues under study and thereby suggest possible solutions to them. Your identity and responses will be treated with uttermost confidentiality. In view of this therefore, I wish to kindly request you to fill the questionnaire attached. Please respond to the items in the questionnaire completely and as truthful as possible.

Thank you.

Yours faithfully

……………………………….

Mildred Lumayo
APPENDIX II: QUESTIONNAIRE

Kindly answer the questions provided by ticking (√) where appropriate

PART A: DEMOGRAPHIC DATA OF RESPONDENTS

1. Gender
   Male [ ]    Female [ ]

2. Age bracket
   1. years [ ] 31-40 years [ ]
   1. years [ ] 51 and above [ ]

3. Indicate your highest level of education (please tick as appropriate)
   Secondary [ ]    College [ ]    University [ ]

4. For how long have you worked here?
   Less than 2 years [ ]    2-5 years [ ]    More than 5 years [ ]
PART B: SPECIFIC INFORMATION

Q1. To find out the effects of CHRIS on efficiency of locating records

To what extent do you agree with the following statements on the effects of CHRIS on efficiency of locating records?

<table>
<thead>
<tr>
<th>Effects of CHRIS on efficiency of locating records</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The systems are mainly used with the aim of improving overall records management</td>
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<tr>
<td>The use of CHRIS leads to an improvement in operational efficiency since it enhance proper record location</td>
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<tr>
<td>The organization can majorly use it to foster accountability among employees</td>
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<td>With CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information</td>
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<tr>
<td>The systems have played a very major role in proper record retrieval</td>
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</tbody>
</table>
Q2. To establish the effects of CHRIS on time management

To what extent do you agree with the following statements on the effects of CHRIS on time management?

<table>
<thead>
<tr>
<th>Effects of CHRIS on time management</th>
<th>SA</th>
<th>A</th>
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<tbody>
<tr>
<td>The systems have improved on time saving</td>
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<td>CHRIS enables better time management by speeding up work</td>
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<tr>
<td>Proper CHRIS implementation fosters accountability hence time saving</td>
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<tr>
<td>The implementation of Human Resource Information Systems makes it easier for employees to utilize their time effectively</td>
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<tr>
<td>CHRIS doesn’t play any role in time management</td>
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</table>

Q3. To determine the effects of CHRIS on efficiency of information management

Which of the following are the effects of CHRIS on efficiency of information management?

- Leads to better information management [ ]
- Provides better alternatives for information management [ ]
- Improves the flow of information in the organization [ ]
- Any other (Specify)

__________________________________________________________________________________
__________________________________________________________________________________
Q4. To examine the effects of CHRIS on efficiency of work performance

To what extent do you agree with the following statements on the effects of CHRIS on efficiency of work performance?

<table>
<thead>
<tr>
<th>Effects of CHRIS on efficiency of work performance</th>
<th>SA</th>
<th>A</th>
<th>UD</th>
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<tbody>
<tr>
<td>The systems are likely to improve on the work output</td>
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<td>With the systems, improved employee commitment can be achieved</td>
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<td>Information systems are in a position of reducing absenteeism and employee turnover</td>
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<td>The implementation of Human Resource Information Systems, is much easier to meet organizational goals</td>
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<tr>
<td>With CHRIS, employees are able to meet their targets much easily due to the ease of retrieving information</td>
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<tr>
<td>CHRIS plays a very major role in enhancing employee work efficiency</td>
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</table>

Thank you.