

**INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEMS ON
ORGANIZATION PERFORMANCE OF PUBLIC UNIVERSITIES IN KENYA
A CASE STUDY OF EMBU UNIVERSITY**

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DECLARATION

This project is my original work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the author’s consent or that of the Management University of Africa.

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This project has been submitted for examination with my approval as University Supervisor

Signature..... Date

MR. VICTOR ORWA

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DEDICATION

I dedicate this study to my family for their encouragement. Be blessed all.

ACKNOWLEDGEMENT

I want to express my gratitude to the Almighty God for His power and wisdom. A special thanks also goes out to Victor Orwa, who oversaw my research project, for his patience and advice during the project's preparation.

ABSTRACT

The main objective of this study was to study the influence of Human Resource Information Systems on Organization Performance of Public Universities in Kenya. A Case Study of Embu University. Specific objectives are to determine the influence of Manager Self-Service systems on Organization Performance of Public Universities in Kenya, to determine the influence of accessibility to human resource information systems on Organization Performance of Public Universities in Kenya and to determine the influence of Employee Self-Service systems on Organization Performance of Public Universities in Kenya. In this study, a descriptive research strategy was used. The both teaching and non-teaching employees at various levels of the organizational hierarchy at Embu University were the study's target group. The researcher employed a stratified random sampling technique that randomly chose individuals from various population strata. The researcher used a self-administered questionnaire to collect the data. Microsoft Excel and the Statistical Package for Social Science (SPSS) was used to examine the data. Pie charts, percentages, and tables were used to present the data. The study concludes that the university has seen a significant improvement in Manager Self Service due to HRIS, including management's ability to pinpoint staff needs and track employee training. The study comes to the conclusion that HRIS has considerably increased both employees' and managements' access to human resource data throughout the organization based on the aforementioned findings. Furthermore, the study conclude that HRIS has led to notable advancements in the institution's personnel self-support systems like access to the human resource database and the ability to enter leave days online. According to the study's recommendations, the University should continually update its information systems, top management should support Manager Self-service's role in enhancing organizational performance, and employees should be involved in the information system's analysis, design, construction, and development as well as training on how to use it to enhance their own performance. To increase data accessibility, the institution should make significant HRIS investments. Access to data is important for both employers and employees. Employee Self-Service enables users to execute some HR-related system activities and access HR-related data. In order to achieve higher production, the institution needs invest in adopting Employee Self-Service strategy. Finally, the reseacher recommends further studies on characteristics of human capital, on the variables influencing the success of public universities other than the adoption or deployment of HRIS.

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ACRONYMS AND ABBREVIATIONS

ESS : Employee Self Service

HRIS : Human Resources Information System

MSS : Manager Self Service

OPERATIONAL DEFINITION OF TERMS

- Employee Self Service** : Employee Self Service application is a web-based service that allows employees to access their personal information related to their employment.
- Manager Self Service** : Manager Self Service application is a tool that allows managers and supervisors to handle some HR transactions and receive HR reports in real time.
- Performance** : The accomplishment of a given task measured against preset known standards of accuracy, cost and speed.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The background, problem statement, study objectives, research questions, significance, and scope are all covered in this chapter.

1.1 Background of the Study

Employing firms and their environs have grown more complicated in the current setting of globalization. These firms' managers struggle more and more to manage workforces that may be dispersed across multiple nations, cultures, and political systems. Traditional or manual human resource systems are wholly insufficient in light of such tendencies (Alhalboosi, Mawlood, & Alhalboosi, 2021).

According to Khashman., & Khashman, (2016), one of the biggest challenges facing human resource executives today is comparing the effectiveness of their human resources information system (HRIS) to the HRIS's ostensible value-added contribution to achieving the organization's mission. He goes on to say that while deploying an HRIS program may seem like a crucial move for a business, unless it is done correctly and all staff members are trained on it, efficiency will not be increased and may instead be hampered.

Even if there are more people working, an organization's competitiveness must remain strong if it is to survive the increasingly volatile business climate and the massive rise in global rivals. It is crucial to have an information base that amply demonstrates the characteristics of the hired workforce in order to achieve profit maximization, which is the main goal of any firm. Only with sufficient and specific data on the employees can effective human resource choices be made, and this also applies to conducting routine performance reviews. An online information base is required so that data may be reported on and stored. Although the manual versions can be utilized, the online versions offer simpler, faster, and more dependable access (Siddiqa, Karim, & Gani, 2017).

Information technology has been viewed as a possible instrument that managers might utilize to improve organizational capacities in general and in human resource activities in particular. The far-and-away most essential requirements for HRIS deployment, according to a study by Kundu

and Kadian (2012) conducted in India with 544 respondents, were "technical and strategic management" and "performance and reward management." However, payroll and personnel records were the most commonly utilized features. It was discovered that service businesses used the HRIS more frequently than manufacturing businesses (Otieno, L. G. 2016).

Therefore, HRIS is a technology used to gather, evaluate, disseminate, save, and retrieve the necessary data on a company's human resources. Through accelerated data processing, higher accuracy, reduced HR expenditures, enhanced HR productivity, and improved employee communication, HRIS aids in enhancing administrative efficiency. Additionally, it helps with the development and implementation of internally consistent policies and procedures that guarantee the human capital meets its goals. Strategic, operational, and human resource planning are three basic organizational tasks that are integrated by HRIS. This indicates that some of the services that HRIS supports include succession planning, position control, management development, career planning, and human resource planning. (Silva., & Lima, 2018).

As cited by Dmour, (2015), globally, a research by Martinsons compared the sophistication and extent of IT use in HRM between Canada and Hong Kong. In comparison to Canada, Hong Kong did not use HRIS as frequently. Hong Kong, however, had more use of IT for HRM than Canada did. In more recent research, Ball (2011) found that small businesses are less likely to employ HRIS and do not already do so.

The adoption of HRIS in the public sector is dependent on environmental, organizational, and technical context factors, according to studies done in Singapore on the drivers of adoption and the extent to which HR strategic focus is facilitated by HRIS in Singapore. The Malaysian government has tried and put in place frameworks to support the nation's transition to a knowledge-based economy over the past ten years (2005–2015). HRIS is one of the structures that have been set up. In a poor nation like Malaysia, much alone Kenya, there is little knowledge of what makes a good HRIS because the deployment is so recent (Clarke & Gholamshahi, 2018).

In Africa, Nigeria, study by Ezekiel, & Solomon, (2020) on Acceptance of human resource information technology in Nigeria, it's crucial for any company to hire and keep the greatest employees. The act of evaluating data from many angles and distilling it into meaningful information, information that can be utilized to improve income, decrease costs, or both, is known

as data mining, sometimes known as data or knowledge discovery. One of the analytical techniques for examining data is data mining software.

When compared to outputs, aims, and objectives, an organization's performance is defined by Richard (2009) as its actual output or outcomes. It is a comparison of a company's performance to its targets and goals. Operational and organizational performance are clearly distinguished by Gomez-Mejia, Berrone, and Santos (2010). Organizational performance is confined to economic results, which are broken down into four key categories: profitability, liquidity, growth, and stock market performance. Operational performance includes all non-financial outcomes of the business. (Kenny, 2019).

Organizations don't work in a vacuum; their immediate environment is chaotic, which increases the ambiguity of their task. To assist businesses in efficiently adapting to such changes, organizational performance initiatives were created. The program aims to support businesses, government agencies, nonprofits, and groups from all spheres of society. It will also help learning institutions and organizations that develop standards to enhance their procedures for being ready for changes in the future (Kenny 2019).

1.1.1 Profile of Embu University

The University of Embu is a publicly chartered, top-tier university that aims to create, advance, and distribute knowledge for the advancement of mankind via education, research, and innovation. Former President H.E. Mwai Kibaki issued Legal Notice No. 65 on June 17, 2011, establishing the University of Embu (UoEm) as Embu University College, a Constituent College of the University of Nairobi. The College, formerly known as the Embu Agricultural Staff Training (EAST) College, is the official legal successor to that institution, which served as an agricultural staff college for the Ministry of Agriculture. The Embu University of Agriculture, which was established in 1947 as an Agricultural Training School and subsequently changed its name to Embu Institute of Agriculture, was the forerunner of East College.

1.2 Statement of the Problem

The administrative level is where human resource management consumes the most time and money. If chief executive officers and the managers of their individual business units want to attract and keep a staff that will boost the chance of company success, they must assess their human

resource plans. The introduction of HRIS entails expenditures, such as those for training, purchasing personal computers, and providing internet connectivity throughout the whole firm. Employees must have access to the internet and personal computers at home in order to take advantage of the notion of flex time and increase the effectiveness and use of HRIS (Matimbwa, & Masue, 2019).

Usually, people react adversely to change because it violates their sense of normalcy. HRIS as a concept fails not just because firms lack the necessary resources but also because employees lack interest in learning more about its benefits. Perhaps more firms would have better-performing HRIS if only organizations would promote the software as a bundle of good news and demonstrate how much easier it makes workers' jobs and how they are in control of their own data (Matimbwa, & Masue, 2019).

Managers should consider how the system's implementation might optimize value and cost reductions, according to Hayton (2006). The HRD should devote the same amount of effort to software implementation and modification as it does to staff training. They should also evaluate the technological adoption and competence levels of each and every employee (Tang, Tang, Wang & Wang, 2018).

Involving employees in the system's creation is one technique to deal with change aversion since it makes them feel like they own it and obligates them to accept the results rather than when a new system is forced down their throats. Businesses lose their capacity to compete on a national and worldwide scale, which has a negative impact on their potential to succeed economically. Rapidly developing technology is what causes the ongoing push for speed, innovation, and change. Therefore, in order to work with cutting-edge technology and perform at their best in today's high-performing firms, employees must acquire a wide range of technical and interpersonal workplace skills and competences (Tang, Tang, Wang & Wang, 2018).

The majority of HRIS research has been done in western nations. There is still very little knowledge about what factors into the success of HRIS in African nations like Kenya and more so in knowledge-impacting institutions like public universities, despite the fact that most African countries and some Asian countries have adopted IT systems in their daily transactions. HRIS is moving in a way that proves it is a strategic partner in wealthy nations, but in emerging economies,

its nature and responsibilities are still largely unknown, necessitating the necessity for this study to attempt and fill in the gaps.

1.3 Objectives of the Study

The main objective of this study was to study the influence of Human Resource Information Systems on Organization Performance of Public Universities in Kenya. A Case Study of Embu University.

1.3.1 Specific objectives

- I. To determine the influence of Manager Self-Service systems on Organization Performance of Public Universities in Kenya.
- II. To determine the influence of accessibility to human resource information systems on Organization Performance of Public Universities in Kenya
- III. To determine the influence of Employee Self-Service systems on Organization Performance of Public Universities in Kenya

1.4 Research Questions

- I. What is the influence of Manager Self-Service systems on Organization Performance of Public Universities in Kenya?
- II. What is the influence of accessibility to human resource information systems on Organization Performance of Public Universities in Kenya?
- III. What is the influence of Employee Self-Service systems on Organization Performance of Public Universities in Kenya?

1.5 Significance of the Study

The government will gain from the addition of fresh information and will aid other organizations eager to adopt this system by providing resources and experience.

The results of this study will be valuable to many organizations, both governmental and private. It will educate human resource managers on the significance of utilizing HRIS throughout the company.

The entire university personnel will benefit from the study. They will be able to comprehend the significance of HRIS and how it contributes to cost savings and increased operational efficiency.

1.6 Scope of the Study

The study focused on Human Resource Information Systems and Organization Performance of Public Universities in Kenya. This study collected data from Embu university located at Embu county and employees of Embu university were the respondents. The study took place between the month of April and July.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter includes a pertinent overview of the literature obtained in connection with the investigation. Theoretical Framework, Empirical Review, Research Gaps, and Operationalization of Variables are all covered.

2.1 Theoretical Literature Review

2.1.1 Human Capital Theory

The Human Capital idea was first put out by Schultz in 1961 and then significantly expanded by Becker in 1964. A 1961 paper by Schultz titled "Investment in Human Capital" outlines his notion of human capital. According to Schultz, capital can take the shape of knowledge, ability, or both, and it is the result of planned business expansion. The idea of investing in people via education and training is known as "human capital." Schultz draws a parallel between obtaining knowledge and abilities and acquiring the tools of the trade. People's access to health care and schooling might fluctuate depending on their finances. According to Schultz, spending money on education and training increases human productivity, which in turn promotes favorable rates of return and, consequently, the expansion of organizations (Fleming, P. 2017).

This approach places a strong emphasis on the value that individuals provide to an organization. It emphasizes that businesses should invest in people since doing so will provide valuable results and views people as assets. The theory contends that a corporation has a sustained competitive advantage when it has a pool of human resources that cannot be duplicated or replaced by its competition. It is related to the resource-based perspective of strategy published by Barney in 1991. Employers can draw and keep employees by investing in their training and development. Improvement in performance, productivity, flexibility, and the potential for innovation are anticipated as a result of broadening the skill set and raising levels of knowledge and competence (Teixeira, P. N. 2014).

2.1.1 Resource Based View Theory

The RBV was further refined further by Penrose (1959) and Demstesz (1973) from studies that recognized the significance of organizational-specific resources to firm performance. Its progress

has been significantly aided by additional studies. According to the Resource Based View (RBV), any firm's competitive advantage and superior performance over time are the consequence of the collection and use of resources, managerial decisions, flaws in the market, and strategic industry determinants. According to Barney, and Lu et al. (2010), firm heterogeneity is seen as a considerably more significant driver of a business's performance and position as a competitor in both domestic and foreign markets (Hitt, M., Xu, K., & Carnes, C. 2016).

According to the Resource Based View (RBV), businesses are made up of a mix of resources, skills, and capabilities. It is anticipated that the resources and skills that are acquired, integrated, and used will have an impact on how well businesses operate. According to Barney (1996), firms work to discover, acquire, exploit, use, and protect their unique, valuable, and proprietary resources, skills, and assets. This suggests that firm-specific factors, rather than market structures, have an impact on a firm's performance and behavior (Hitt, M. A., Xu, K., & Carnes, C. M. 2016).

2.2 Empirical Literature Review

2.2.1 Manager Self-Service systems and Organization Performance

In their 2016 study, Khashman, I. M. A., & Khashman, A. M sought to clarify the degree to which HRIS was being utilized to expand the management and strategic responsibilities of the HR department in a variety of private businesses that operated in Jordan. The findings demonstrated that HRIS is effectively applied as a technique to increase administrative effectiveness by enhancing the department. However, despite all of its advantages, modern technology has also made it possible for younger and older workers equally to experience increased levels of stress, as well as potential for unethical temptations, behaviors, and leadership opportunities (Khashman, I. M. A., & Khashman, A. M. 2016).

The human resources office has to be connected to all concerned departments in order to function; it cannot do it autonomously. As a result, it is necessary to set up a cohesive framework to streamline organizational operations and provide the business a competitive edge over rivals. People can't work alone, and tasks must be completed quickly and effectively to cut down on expenses and boost productivity (Khashman, I. M. A., & Khashman, A. M. 2016).

This is internal-focused and occurs when internal assets are the main component of a long-term competitive advantage. In actuality, the basis of this strategy, where flexibility is maximized in

order to cut costs and boost efficiency, is the value that human resources bring. By contributing value, distinctiveness, and the best approach to utilize resources, human resources tend to boost a company's efficiency in contrast to rivals. Resources fall under the first category and comprise all the assets, capabilities, organizational processes, enterprise characteristics, information, and knowledge that a business may use to exercise control over, make decisions about, allocate resources for increasing efficiency, or implement efficiency strategies (Burlton, R. T. 2014).

In their study from 2015, Ferdous, F., Chowdhury, M. M., & Bhuiyan, F, investigated the challenges and obstacles nine Indian firms experienced when deploying and administering HRIS. The primary HRIS issues were the HR department's ignorance of HRIS and the companies' undervaluation of its value. For efficient HRIS deployment, collaboration is needed across various organizational roles and divisions.

Nwankpa, J. K., & Datta, P. (2017) agree with Barney (2007) in his article that resource-based theories maintain that physical assets in and of themselves can only be used as sources of efficiency provided they outperform comparable assets of rivals. Firm performance, which may also include managerial and financial performance, is the dependent construct. In addition to physical resources like management expertise, staff development, and knowledge management, there are also intangible resources in the technology environment such as IT infrastructure, IS adoption, and investment.

It enables managers to classify, summarize, and evaluate data from a variety of various aspects. The Microsoft Corporation Company was able to create a strategy to target particular institutions and businesses for future employment because to the Cedar Crestone Human Resources Systems Survey (2010). Data mining is also used by businesses to lower turnover. The business was able to identify which highly skilled workers are most likely to leave by using statistical models and data from the previous several years. As a result, incentives and retention programs may specifically target employees (Nwankpa, J. K., & Datta, P. 2017).

The TOE (Technology-Organization-Environment) paradigm was implemented in company performance research using a more complete methodology suggested by Wu, L., & Chen, J. L. (2014). The primary factors that affect how technological innovation is adopted and put into practice are identified by the TOE framework as being contexts related to technology, organizations, and environments. Businesses compete based on distinctive assets that are valuable,

uncommon, and challenging to copy. There is a propensity to increase job efficiency when a company uses technology in a unique way (Wu, L., & Chen, J. L. 2014).

Manager Self-service (MSS) apps are resources that may be accessible through a portal, claims Ascentis (2017). With the help of these technologies, managers and supervisors may manage a variety of HR-related tasks online and get HR reports. Over time, firms can decide how many and what kinds of HR responsibilities should be assigned to supervisors via MSS, including enabling managers to examine data and generate reports about the individuals under their direct supervision without relying on HR. These systems improve and streamline organizational operations. Managers are becoming more involved in HR tasks that were originally intended to fall within their purview, including as wage increases, promotions, approving leave requests, and reclassifying employees. Who could perform these tasks more effectively than a manager who regularly interacts with the team members in their department and is familiar with their strengths and weaknesses? The managers are more qualified to make all of the aforementioned judgments than the HR division is with openness. Additionally, managers are permitted to supervise HR tasks including onboarding, succession planning, and performance management. It should be emphasized that all of the aforementioned tasks were historically HR responsibilities, but with time and experience it has been shown that managers are more equipped to handle these activities than HR, and as a result, when managers conduct transactions, HR budgets will enjoy savings (Wassell, S., & Bouchard, M. (2020).

According to Shikha and Karishma (2012), the training module offers firms a method to manage and monitor staff training and development initiatives. The system, which is typically referred to as an educational management system (LMS) if it is a standalone product, enables HR to keep track of the employees' education, credentials, and abilities in addition to defining what courses, books, CD-ROMs, web-based learning, or other materials can be accessed to improve different talents. This module includes training topics, institutions, resource people, levels of training, test formats, program scheduling, and more. Training and development features may manage attendance, assessment, and training costs, as well as handle applications for various training program kinds.

2.2.2 Access to human resource information data and Organization Performance

Using a probability sample, stratified random sampling approach, Normalini, Kasim (2012) employed a study model that utilized a questionnaire culled from the literature to gather data from the firms in Penang, Malaysia that used HRIS. According to the findings, information technology seems to empower HR professionals by giving a platform through which they may provide more value to their job.

Through quicker information processing, enhanced employee interactions, increased information accuracy, lower HR expenditures, and productivity gains, the HRIS may increase administrative efficiency (Al-Dmour, R. H., & Zu'bi, M. F. 2014). By assisting in the formulation and implementation of internal policies and procedures that guarantee that human resources contribute to the achievement of corporate objectives, HRIS may promote the creation of strategic value (Al-Dmour, R. H., & Zu'bi, M. F. 2014).

It's crucial to choose a survey site where respondents may use HRIS because of how fresh it is. HR specialists employed by businesses served as the study's main participants. To address concerns about single information bias, information was gathered regarding HRIS usage from HR executives and numerous additional respondents chosen from different firms. 50 people were chosen to participate, and questionnaires were mailed to them in order to collect the data. Before beginning the questionnaire, each responder had to attest to their familiarity with HRIS in order to establish their eligibility for the research. The people living there were HR managers and other professionals from Penang, Malaysia. The Bayan Lepas Free Industrial Zone, Prai Industrial Zone, and service providers in Penang served as the study's geographic focus points (Mahore, S., & Atulkar, S. 2015).

According to research, 92% of US employers recruit using social networking sites like Facebook, Twitter, and LinkedIn. This approach has been successful for seven out of ten businesses. South Africa, one of most industrialized nations in Africa, is an exception to this rule. There are no more sophisticated systems than in the US, therefore advertisements are still the primary method of posting job openings. Only half of the businesses have switched over to the web platform, it should be stressed. Social hiring is seldom ever done. Nearly 85% of Africans do not own smart phones, which makes visiting a cybercafé to check social media or update your status appear unfeasible. This lack of smart phone ownership does have an impact on online and social recruiting.

Additionally, electricity availability and the prerequisite infrastructure for cyber cafés are lacking in the majority of Africa, particularly in rural areas (Young, J. A. 2017).

According to Otieno, L. G. (2016), one of the main strategies used by human resources departments to find candidates for open jobs inside a firm is internet recruiting. According to Otieno, L. G. (2016), the development of a specialized applicant tracking system has resulted from the significant costs associated with maintaining a structured recruitment effort, posting between and among general or industry-specific jobs boards, and maintaining an advantageous exposure of availabilities. The level of engagement with online activities varies from continent to continent, but it is undeniable that HR practitioners are moving in the direction of online hiring because it is significantly more affordable than board advertisements, as they did it a few decades ago. This is so much that in the past five years, it has grown into an essential HR practice everywhere in the world (Otieno, L. G. 2016).

The democratization of HR data, or the quick extension of access to this data by groups both within and outside the business, has been one of the most significant changes in HR practice, according to the Association of Human Resource Management's Journal (2010). Only the HR team had access to employee data until recently. According to Otieno, L. G. (2016), today's stakeholders include workers, managers, health insurers, careers in workers' compensation, senior executives, and recruitment and regulatory organizations. It should be stressed, nevertheless, that computers are necessary for HRIS to exist. Without a computer-based HRIS system, it is impossible to discuss HRIS. For the structure to be efficient and successful, competent personnel must be present and readily available. The demands of each of these many user categories, however, differ from one another. For instance, executives utilize system summary statistics to support strategic decision-making, and online recruiting gives candidates their first view of the company (Young, J. A. 2017).

HRIS has been used by Dow, an American multinational chemicals firm, enabling global staff collaboration. Managers and staff members have access to pertinent data. The system makes the company rules and regulations, individual employee goals, and departmental goals accessible so that at any given time every employee is aware of what is expected of them, the objectives to be met for a given quarter, and how they performed in the past. This makes it simpler to track performance and even switch departments. It is logical to assume that productivity in such

organizations will be greater than in other companies that have not yet embraced HRIS since the pertinent parties have access to that sort of information (Saboo, A. R. 2017).

2.2.3 Employee Self-Service system and Organization Performance

When HRIS demonstrated that they could enhance the leadership of the human resources of a company, they became an integral element of business processes and corporate culture. HRIS gives firms a managerial edge that frequently translates into a competitive advantage. Organizations must expand, and one drawback of HRIS systems is that they do not expand alongside the organization. Employees were not happy to have to attend training sessions on how to use the new systems when they were upgraded, according to a research done in Saudi Arabia. This offered a valid explanation for why, despite their technological improvement, the Saudi market had yet to adopt HRIS. One of the problems was that the HRIS was not a worthwhile investment if the expenses of deployment and the time required to educate staff for each upgrade were added together. To address the development and shifts in the firm, a minor adjustment of the system is made to address this issue. Organizations should consider both their immediate demands and their needs in a few years when buying a system (Margatama, L. (2017).

Efficiency may be simply described as the connection between the quantity of resources utilized and the results obtained. Since the human resources department is in charge of hiring, training, promoting, terminating, preserving records, and adhering to legal and regulatory requirements, it is one of the components that contributes to the development of an efficient firm. To accomplish their goals, human resources stakeholders rely largely on the data given by HRIS (Margatama, L. 2017). After World War II, HRIS first gained public attention. Before it, the sole data that could be obtained from the personnel department was basic employee documentation based on the addresses and names. Organizations developed rigorous procedures for staff selection and development between 1945 and 1960 as a result of realizing the connection between personnel and company success. Organizations began incorporating human resources into their entire business strategies between 1960 and 1980, and HRI showed the shift from manual to automated record-keeping (Margatama, L. 2017).

In the years that followed, HRIS began to focus on smaller concerns like shareholder interests, information security, and privacy rights. Several writers explored the legal aspects of the implementation of HRIS throughout the ensuing ten years. The field of HRIS was further defined

by Tannenbaum (1990) to include "user attributes and abilities such as computer expertise, personnel knowledge of the system, focus, amount of access required, and expectations." Since 1980, organizations have increasingly relied on HRIS to produce data that is utilized in managerial decisions that maximize the value and possibilities of a company's human capital. Nearly 60% of the 500 Fortune businesses employed HRIS in 1998 to enhance routine human resource management tasks. Because HRIS has been found to be adaptable and beneficial for administrative, strategic, and corporate decision-making processes of any company, its use and acceptance have grown (Cappetta, R., Maruping, L., Madden, J., & Magni, M. 2015).

Kiruja, E. K. (2021) asserts that HRIS has shown to have an impact on how long employees stay with a business. A company's profit margins will increase when the turnover rate is low, making it more profitable than its rivals since less time and money will be used for hiring and training new staff.

According to a survey by Al-Mahairah, M. S., Lourens, M., (2015), many HR-related inquiries and transactions may now be addressed directly by workers thanks to ESS websites, which are frequently allowed through the HR portal. According to their poll, a well-designed ESS enables workers to make wise decisions and develop self-reliance for various HR functions. Additionally, it is said that because the knowledge they have is easily accessible, employees respond to questions more quickly and accurately, which results in higher productivity. The most crucial HRIS feature is accuracy, which greatly improves reporting capacity when paired with timeliness. Control is therefore of utmost importance to guarantee that the proper parties receive the correct information and that security and integrity are always upheld as needed. The ability for workers to register for educational programs and trainings, track their progress, and assess their own performance based on the value they give to the business in terms of expertise acquisition and storage, is the most crucial of all of these. Additionally, they may access details about their employment at the institution, such as their pay, title, and boss (Al-Mahairah, M. S., Lourens, M, 2015).

Self-service for employees systems are increasingly being used to describe HRIS in modern business organizations. With the use of ESS systems, employees may access and update their information independently of human resources staff. The client-server architecture of HRIS has been replaced by a web-based environment. In order to make it simple for employees to update their HR information, several businesses have integrated IVR, or interactive voice response, into

their HRIS. Address data, pension information, medical plan information, term-events reporting, life insurance policy information, and 400(K) information are a few examples of information that may be updated on online or interactive voice response HRIS (Sharma, S. 2021).

A company's HRIS may frequently be accessible from a variety of places, such as staff offices, manufacturing floor portals, as well as email kiosks. All workers may conduct human resources operations irrespective of their work hours, place of employment, or profession thanks to HRIS portals and kiosks, which are becoming more common in commercial companies (Johnson, R. D., Lukaszewski, K. M., & Stone, D. L. 2016). The emphasis is on enterprises to effectively manage the people and knowledge they have access to in an environment where globalization is accelerating every single second. HRIS makes it simple to save and access such information at any time, from any location, improving decision-making accuracy and enhancing company competitiveness and efficiency (Sharma, S. 2021).

2.3 Summary and Research gaps

The literature analyzed for this study revealed a number of gaps, including theoretical, conceptual, and knowledge limitations. Most HRIS research has been conducted in western countries. Despite the fact that the majority of African nations and some Asian nations have implemented IT systems in their daily operations, there is still a dearth of knowledge about what factors contribute to the success of HRIS in African countries like Kenya and even more so in knowledge-impacting institutions like public universities. In wealthier countries, HRIS is developing in a way that shows it is a strategic partner; yet, in emerging economies, its nature and functions are still mostly unknown, making it necessary for this study to try and fill in the gaps.

2.4 Conceptual Framework

The conceptual framework provides relationships between the variables used for the investigation. (Mugenda & Mugenda 2019) The relationship between the independent and dependent variables is shown.

Independent variable

Dependent variable

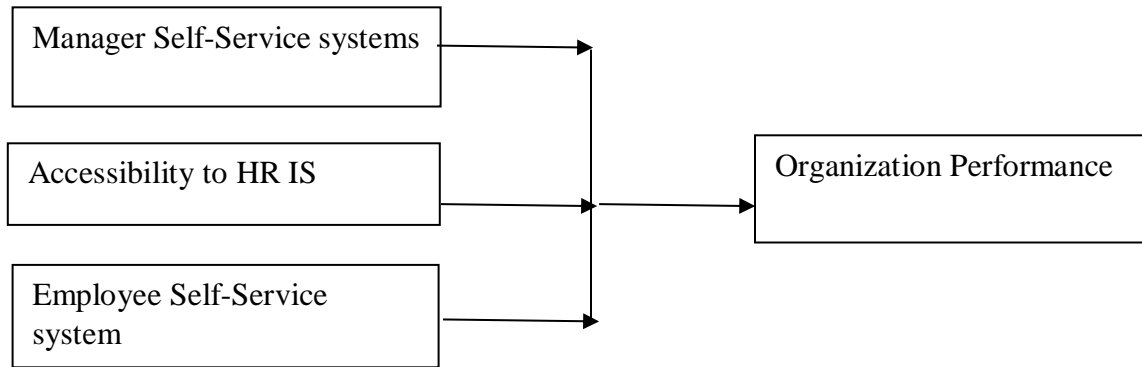


Figure 2. 1 Conceptual framework

2.5 Operationalization of Variables

Table 2. 1 Operationalization of Variables

Variable		Factors	Measurements
Manager systems	Self-Service	<ul style="list-style-type: none"> • Training • module • Data mining 	1 = Strongly agree to 5 = Strongly disagree
Accessibility to human resource systems	information	<ul style="list-style-type: none"> • Recruiting • Bulletin boards • Payroll information 	1 = Strongly agree to 5 = Strongly disagree
Employee system	Self-Service	<ul style="list-style-type: none"> • Benefits administration • Personal data • Reduced errors 	1 = Strongly agree to 5 = Strongly disagree

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The study's research technique is described in this chapter. The research population and sampling methods, data collection methods, ethical considerations, and data analysis methodology are all addressed at the chapter.

3.1 Research design

The research's "glue" may be said to be its design. It demonstrates the research's structure and how each component contributes to achieving the study's goals. In this study, a descriptive research strategy was used. This method is suitable for collecting comprehensive qualitative and quantitative information on the impact of information systems for human resources on the operation of Kenya's public universities. Since it responds to the who, what, where, and how much of the study, the technique is well-liked in both business and management research (Saunders, Lewis, & Thornhill, 2013). Thus, the descriptive research approach is appropriate for examining how HRMIS deployment affects performance in Kenya's public universities.

3.2 Target Population

According to Cooper (2013), the target demographic is a list containing all the constituents that make up the sample. The both teaching and non-teaching employees at various levels of the organizational hierarchy at Embu University were the study's target group.

Category	Frequency
Top managers	20
Middle Level Managers	30
Support staff	35
Total	85

3.3 Sample and sampling technique

According to Leary (2014), sampling is the procedure by which researchers choose an appropriate amount of participants from a population that interests them in order to carry out a study. When choosing samples for the study, the researcher employed a stratified random sampling technique

that randomly chose individuals from various population strata. Due to its significant contribution to the representative sample, this was appropriate for the study. According to Sekran and Bougie (2010), stratified random sampling techniques provide a better assessment of the entire population, making the findings more accurate and the data more thorough.

3.4 Instruments

The researcher used a self-administered questionnaire to collect the data. This approach is suitable since it targets a wide range of literate subjects. The researcher separated the questionnaires into the following sections: The background material is in Section A, and the questions are in Section B, which asks how much the variables that are independent affect the dependent variable. Data from the study was gathered both directly and indirectly. This instrument is preferred by the researcher because it is effective in eliciting the response that is wanted. Since there is an alternate solution for each item, closed-ended questions are simpler to administer and less expensive in terms both of time as well as cash (Mugenda & Mugenda, 2019).

3.5 Pilot Study

To confirm the validity of the questionnaires used to gather the data, a pilot research was conducted before the main investigation. Four respondents were included in the pilot study who were randomly selected from the groups to show how closely related a set of components were in order to draw a plausible conclusion. Mugenda and Mugenda (2019) claim that a sample that has a percentage of greater than 30% is appropriate for analysis.

3.5.1 Validity

Clarity and simplicity were checked for content authenticity. Four respondents who were chosen from the target group participated in the researcher's pilot study. While verifying instrument validity with seasoned researchers is necessary, it's also essential for pretest tools on probable respondents. As a result, a pre-test was conducted before the primary survey was administered on ten chosen respondents to help the questionnaires hold their shape. The final sample did not contain the pretest responses.

3.5.2 Reliability test

In terms of reliability, it refers to how free of random measurement mistakes the scores are. By analyzing how individual instrument components relate to one another and to the total instrument,

Cronbach's alpha is used to evaluate internal consistency dependability. If the variables are credible, a Cronbach's alpha of 0.7 is sufficient (Sekran and Bougie, 2010).

3.6 Data Collection Procedure

It is simpler to collect and record the data used in the study using these procedures (Cooper & Schindler, 2014). When the proposal is complete, the supervisor approved it. The researcher started gathering data after receiving approval. Primary data was used in the investigation. The study made use of questionnaires with a set number of questions written on a form in a specific order. Individual respondents got the forms, complete them, and return them to the researcher after 4 business days.

3.7 Data Analysis and Presentation

The primary method of data collection for this descriptive study was a questionnaire. The surveys were coded, modified, and given a number. Before any analysis was done, the acquired data was examined for consistency and completeness. Microsoft Excel and the Statistical Package for Social Science (SPSS) was used to examine the data. The examined data were then used to create various descriptive analyses, including frequency distribution and percentages, from which conclusions will be drawn. Pie charts, percentages, and tables were used to present the data.

3.8 Ethical Considerations

Concerns like respondent honesty, confidentiality, and data collecting were addressed in this study. Respondents were protected from those whose interests conflicting with the interviewee's by withholding their identification and from those whose objectives conflicted with the interviewee's (DiCicco- Bloom & Crabtree, 2016) in order to ensure confidentiality. A special effort was made to maintain the confidentiality of the study participants because it's possible that respondents don't want their names to be made public.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the analysis, findings of the data that and the discussion of the findings.

4.1 Presentation of Research Findings

4.1.1 Response Rate

According to Table 4.1 and Figure 4.1, 66 responders, or 77.6% of the entire sample size, made up the overall response rate. The survey had a good level of representativeness and could be trusted because to the response rate of 77.6%. This was in line with Cooper & Schindler's (2013) argument that a response rate of more than 30% of the sample size offers sufficient data to allow for the generalization of study problem features as stated by the opinions of a small number of those polled in the target population.

Table 4. 1 Response Rate

Category	Frequency	Percentage
Respondents	66	77.6
Non-respondents	19	22.4
Total	85	100

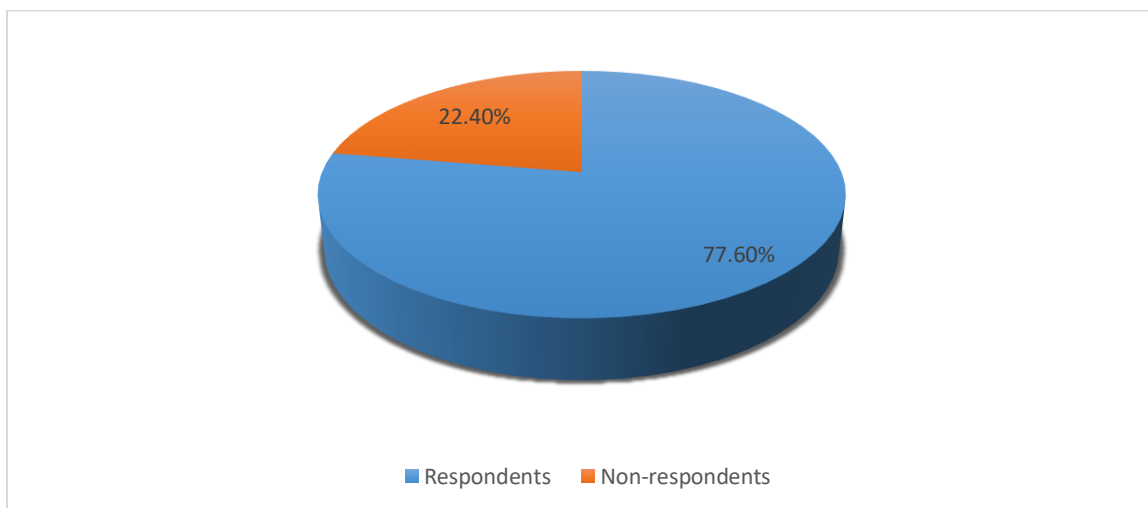


Figure 4. 1 Response Rate

4.1.2 Gender

The research set out to identify the gender of the respondents in order to demonstrate the distribution of genders and parity for the sake of fair representation. Thus, respondents had to indicate by choosing from the available response categories for men or women. Since 58% of respondents were men and 42% were women, it is clear from the data that men are the dominating gender. The results are shown in Figure 4.2.

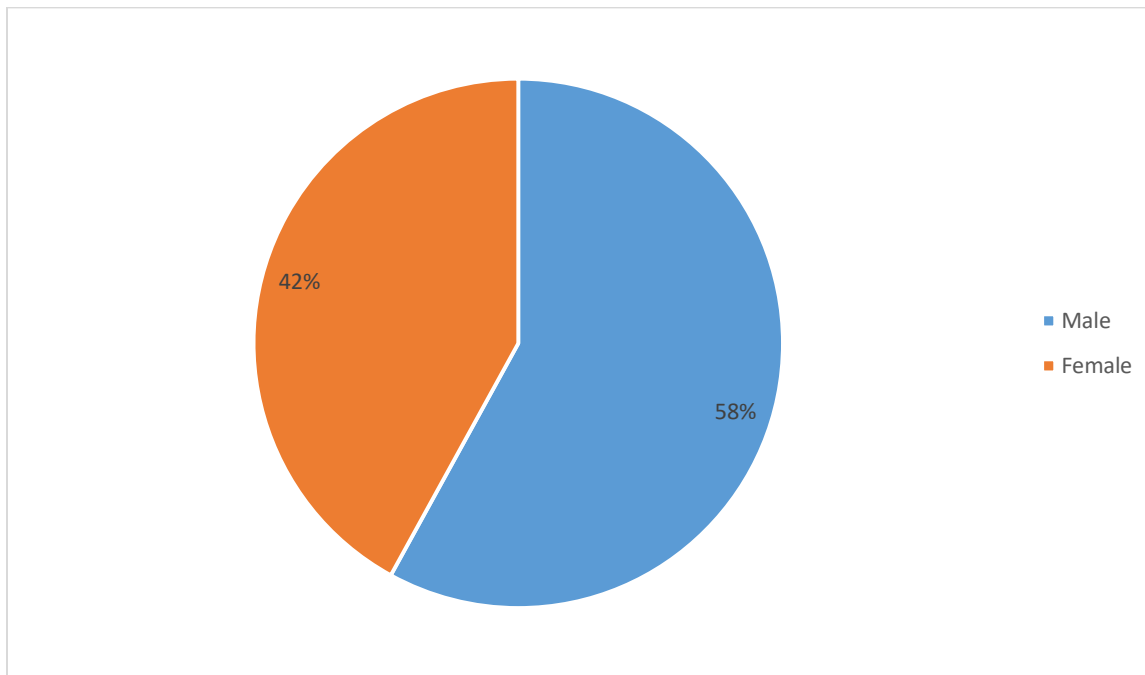


Figure 4. 2 Gender

4.1.3 Age Bracket

In order to identify any relevant trends in the factors under consideration and to have a general understanding of the age range of those variables, the study considered age to be an essential demographic factor in the current study. Figure 4.3 and Table 4.2 of the results show that 30.3% of respondents are within the 30- to 39-year age range. Following closely after are those between the ages of 40 and 49, as reported by 25.8% of respondents, followed by respondents under the age of 29 (21.2%) and respondents 50 and above (22.7%). As a result, it can be inferred that the

age distribution in the institutions studied is primarily young to middle age, with a range of 18 to 40 years. The comments therefore revealed a vast array of experiences.

Table 4. 2 Age Bracket

Category	Frequency	Percentage
18 to 29	14	21.2
30 to 39	20	30.3
40 to 49	17	25.8
50 and Above	15	22.7
Total	66	100

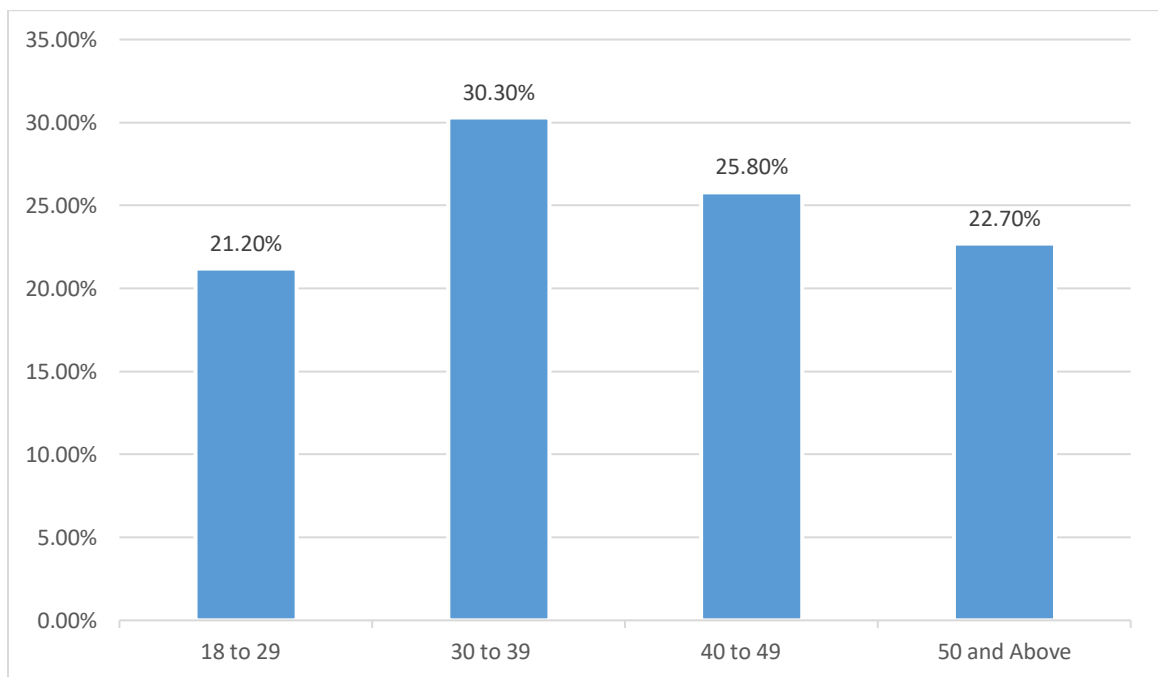


Figure 4. 3 Age Bracket

4.1.4 Level of Education

Additionally, respondents were questioned about their greatest levels of schooling. The greatest levels of education among respondents are shown in Table 4.3 and Figure 4.4s. According to the results, 42.4% of respondents said they had earned an undergraduate degree, followed by 31.8%

who had earned a postgraduate degree. Only 7.6% of respondents reported possessing a certificate, while another 18.2% said they had a diploma. Overall, it can be claimed that the study area employs staff with reasonably high levels of education. Therefore, it may be inferred that due to their high levels of education, respondents were able to understand the survey's goals and provide accurate answers.

Table 4. 3 Level of Education

Category	Frequency	Percentage
Certificate	5	7.6
diploma	12	18.2
Undergraduate	28	42.4
postgraduate	21	31.8
Total	66	100

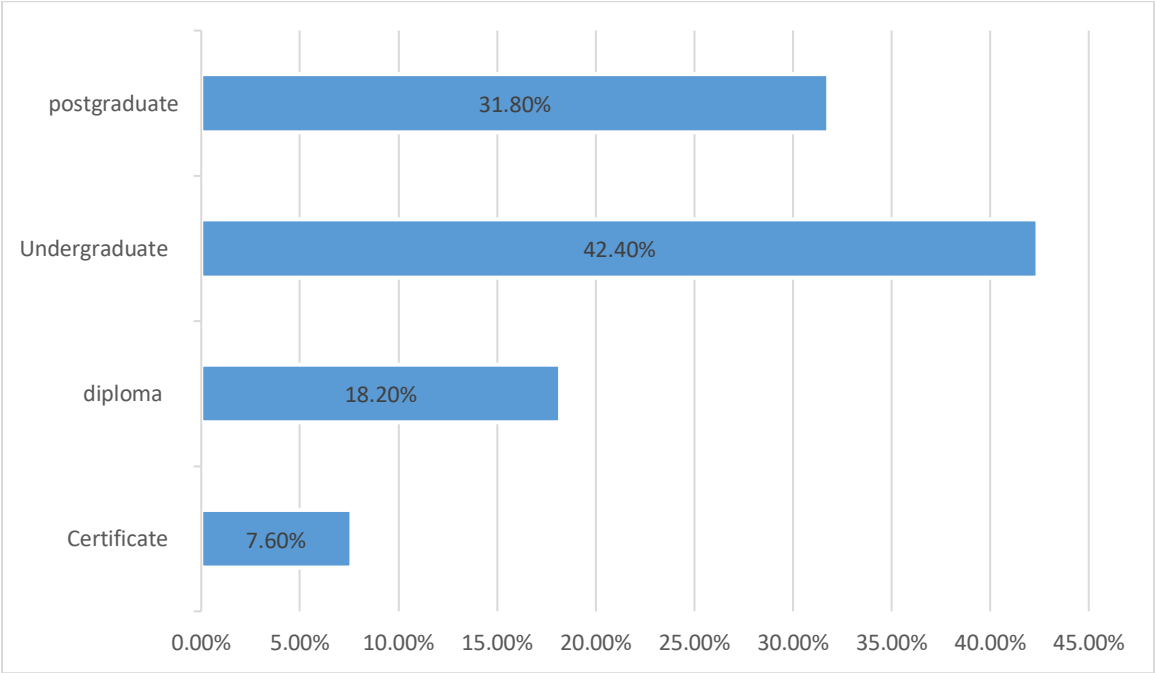


Figure 4. 4 Level of Education

4.1.5 Level of Experience

As shown on Table 4.4 and Figure 4.5, it was determined that 18.2% of respondents, had worked in the study region for between 0 and 4 years. 51.5% of the respondents (majority) reported that they had been employed by the business for at least 11 years. 30.3% of respondents had between five and ten years' worth of experience working in the studied area. The results show a very even distribution of years indicating different levels of experience. Since the majority of respondents had at least 11 years of work experience, it can be said that their comments were adequately informed by their experience in the studied field.

Table 4. 4 Level of Experience

Category	Frequency	Percentage
0 to4 years	12	18.2
5 to 10 years	20	30.3
11 years and above	34	51.5
Total	66	100

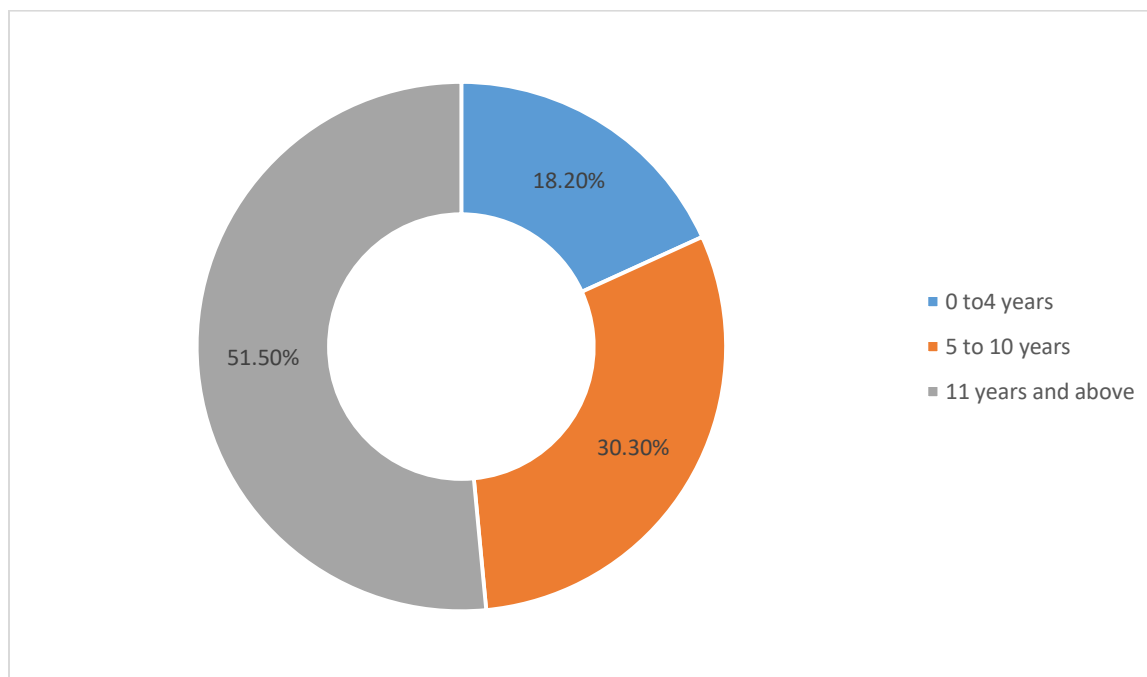


Figure 4. 5 Level of Experience

4.2 Manager Self-Service Systems

Table 4. 5 Manager Self-Service Systems

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
The technology aids in the formulation and delivery of online employee evaluations, and it can track staff training.	40%	35%	15%	6%	4%
The institution has been able to determine when instruction and development of skills are essential thanks to the information supplied by our HRIS.	38%	50%	5%	7%	0%
Our organization make decisions on employee increases using the data from the HRIS.	30%	45%	10%	10%	5%
The technology aids in the formulation and delivery of online employee evaluations, and it can track staff training.	32%	43%	6%	11%	8%

As indicated on Table 4.5, majority of respondents (40%) strongly agree that the technology aids in the formulation and delivery of online employee evaluations, and it can track staff training. fifty percent of the respondents agreed that the institution has been able to determine when instruction and development of skills are essential thanks to the information supplied by our HRIS. Also, 45% of the respondents agreed that their organization made decisions on employee increases using the data from the HRIS and finally 43% of the respondents agreed that the technology aids in the formulation and delivery of online employee evaluations, and it can track staff training.

4.3 Access to human resource information data

Table 4. 6 Access to human resource information data

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
HRIS has reduced the amount of time needed for data entry	45%	40%	0%	15%	0%
The cost of publishing job ads has decreased because to online job posting.	25%	40%	24%	10%	3%
HRIS has decreased the time needed for hiring	30%	38%	10%	18%	4%
The convenience of job candidates nationwide has grown thanks to the recruiting website.	15%	30%	5%	35%	15%

Respondents were asked on Accessibility to Human Resource Information Systems as shown on Table 4.6. HRIS has reduced the amount of time needed for data entry, as strongly agreed by majority of respondents (45%) and 40% the respondents agreed that the cost of publishing job ads has decreased because to online job posting. Finally, 38% of the respondents agreed that HRIS has decreased the time needed for hiring and 35% of the employees disagreed the convenience of job candidates nationwide has grown thanks to the recruiting website.

4.4 Employee Self-Service System

Table 4. 7 Employee Self-Service System

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Without visiting the HR office, I may update my personal data straight on my computer.	30%	42%	8%	20%	0%
Through the HR systems, I may enter my leave days online.	26%	46%	8%	24%	7%
Data entry has become easier because to the HRIS.	35%	20%	10%	24%	11%
Our HRIS has reduced the amount of time needed to fix mistakes.	25%	36%	4%	20%	15%

Respondents were asked about Employee Self-Service System as indicated on Table 4.7. 42% of the employees agreed that Without visiting the HR office, they can update their personal data

straight on my computer and 42% agreed that through the HR systems, they can enter their leave days online. Finally, 35% of the respondents strongly agreed that data entry has become easier because of the HRIS and 35% agreed that HRIS has reduced the amount of time needed to fix mistakes.

4.5 Limitations of the Study

Some respondents seemed reluctant to provide the information the study requested, particularly when it came to their company, which was one of the study's weaknesses. The confidentiality of the information submitted by the respondents was guaranteed by the researcher. Some respondents exhibited inadequate participation as a result of the suspicion's restriction. The research occasionally ran with respondents who were unable or unwilling to cooperate. The researcher individually spoke with the respondents to address the aforementioned restrictions, assuring them that the study was conducted solely for educational purposes and that their identities would never be divulged. The researcher also confirmed that the management was completely aware of the research.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This section discusses the summary of the study conclusion, and recommendations.

5.1 Summary of Findings

5.1.1 Manager Self-Service systems

The majority of respondents (40%) strongly concur that staff training can be tracked by technology, and that it helps with the creation and distribution of online employee assessments. The information provided by our HRIS has allowed the institution to decide when teaching and skill development are necessary, according to 50% of the respondents. Additionally, 45% of respondents concurred that their company used HRIS data to make choices on workforce growth.

5.1.2 Access to human resource information data

The majority of respondents (45%) strongly concur that HRIS has shortened the time required for data input, while 40% of respondents agreed that online job posting has reduced the cost of publishing job adverts. Finally, 38% of respondents agreed that HRIS has reduced the time needed for hiring, while 35% of employees disagreed that the recruitment website had increased the convenience of job prospects nationally.

5.1.3 Employee Self-Service system

Forty-two percent of the staff agreed that they can update their personal information directly on my computer without going to the HR office, and 42% agreed that they can register their vacation days online using the HR services. Finally, 35% of respondents firmly believed that the HRIS had made data input easier.

5.2 Conclusion

The organization has seen a significant improvement in Manager Self Service thanks to HRIS. These capabilities include management's ability to pinpoint staff needs, track employee training, improve access to performance data, enable online development and delivery of employee appraisals, improve decision-making regarding when training and skill development are required, who to hire and when to hire, as well as in determining employee raises.

The study comes to the conclusion that HRIS has considerably increased both employees' and managements' access to human resource data throughout the organization based on the aforementioned findings. The most noticeable advancements are less time spent on hiring and data entry, as well as lower printing expenses for job advertisements thanks to online job posting. The amount of time spent internally distributing information has also been significantly reduced.

Furthermore, it is inferred that HRIS has led to notable advancements in the institution's personnel self-support systems. Internet connectivity, the ability to enter leave days online, the reduction of time spent correcting errors, an enhanced data input procedure, and access to the human resource database are among the most significant of these enhancements.

5.3 Recommendations

Manager Self-Service systems

This study has shown that Manager Self-Service systems help managers participate more actively in the HR task that was originally intended for them. According to the study's recommendations, the University should continually update its information systems, top management should support Manager Self-service's role in enhancing organizational performance, and employees should be involved in the information system's analysis, design, construction, and development as well as training on how to use it to enhance their own performance. The researcher also suggests that MSS be streamlined by university administration so that managers may get more from it.

Employee and management access to human resource information has substantially enhanced thanks to HRIS. To increase data accessibility, the institution should make significant HRIS investments. Access to data is important for both employers and employees. Employee Self-Service enables users to execute some HR-related system activities and access HR-related data. Without contacting HR staff, employees may access the system to check their attendance history. It is also clear that ESS gives users access to data related to their work. They can move departments, record time sheet information, update their addresses, change bank accounts for direct transfers, assess their performance over time, and make comparisons. This enhances employee involvement, quality of the services supplied, innovation, and cost reductions inside the firm. In order to achieve higher production, the institution needs invest in adopting this strategy.

5.3.1 Recommendations for further studies

According to the researcher, future study is required, particularly on characteristics of human capital, on the variables influencing the success of public universities other than the adoption or deployment of HRIS.

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APPENDIX I: LETTER OF INTRODUCTION



Date: 21st June 2023

TO WHOM IT MAY CONCERN

NISTAHA BILLOW-DICT/12/00061/1/22

This letter serves to introduce the above named who is a (**Diploma in Information Communication Technology**) student and is interested in carrying out research on **Influence of Human Resource Information System on Organizational Performance of Public Universities in Kenya: A Case of Study of Embu University.**

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,



Dr. Juster Nyaga
Dean, School of Management and Leadership

APPENDIX II: QUESTIONNAIRE

(Kindly Tick where appropriate.)

SECTION A: BASIC DATA

1. What is your gender?

Male Female

2. What is your age bracket?

18 to 29 30 to 39 40 to 49 50 and Above

3. What is your Level of educational?

Certificate diploma
Undergraduate postgraduate

4. For how long have you worked in this organization?

0 to 4 years
5 to 10 years
11 years and above

SECTION B: MANAGER SELF-SERVICE SYSTEMS

What is your level of agreement to the following statements?

	Strongly agree	Agree	Moderately disagree	Disagree	Strongly disagree
The technology aids in the formulation and delivery of online employee evaluations, and it can track staff training.					
The institution has been able to determine when instruction and development of skills are essential thanks to the information supplied by our HRIS.					
Our organization made decisions on employee increases using the data from the HRIS.					
The technology aids in the formulation and delivery of online employee evaluations, and it can track staff training.					

SECTION C: ACCESS TO HUMAN RESOURCE INFORMATION DATA

What is your level of agreement to the following statements?

	Strongly agree	Agree	Moderately disagree	Disagree	Strongly disagree
HRIS has reduced the amount of time needed for data entry					
The cost of publishing job ads has decreased because to online job posting.					
HRIS has decreased the time needed for hiring					
The convenience of job candidates nationwide has grown thanks to the recruiting website.					

SECTION D: EMPLOYEE SELF-SERVICE SYSTEM

What is your level of agreement to the following statements?

	Strongly agree	Agree	Moderately disagree	Disagree	Strongly disagree
Without visiting the HR office, I may update my personal data straight on my computer.					
Through the HR systems, I may enter my leave days online.					
Data entry has become easier because to the HRIS.					
Our HRIS has reduced the amount of time needed to fix mistakes.					

THE END