RELATIONSHIP BETWEEN HUMAN RESOURCE INFORMATION SYSTEMS AND STAFF DEVELOPMENT AMONG INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI, KENYA

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DECLARATION

This research project is my original work and has not been submitted for examination in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research project to my family who encouraged me to pursue the program in spite of various challenges. To my loving Husband Jeremiah Karoney Arusei, your energy and zeal motivated me to pursue the program to completion.

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TABLE OF CONTENTS

CHAPTER ONE : INTRODUCTION

CHAPTER TWO: LITERATURE REVIEW

CHAPTER THREE: RESEARCH METHODOLOGY

LIST OF ABBREVIATIONS

HRIS   Human resource information systems

INGO   International Non- Governmental Organization

NGO   Non-Governmental Organization

CBOs   Community Based Organizations.

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

International Non-Governmental Organizations are considerably increasing in number in gathering, storing and analyzing information regarding their human resources through the use of Human Resource Information Systems (HRIS) software or other types of software which include HRIS functionality. The objective of the study was to establish the relationship between human resource information systems and staff development among International Non-Governmental Organizations in Nairobi. The study used a descriptive cross-sectional survey form of research design. The population of the study consisted of 40 International Non-Governmental Organizations operating in Nairobi under the health sector. A census survey was done targeting all 40 International Non-Governmental Organizations. The researcher collected primary data by use of a structured questionnaire which had both closed ended and open ended questions. The questionnaire was administered through a drop and pick later method at an agreed time with the researcher. The respondents were the Human Resource Manager in charge of the individual International Non-Governmental Organization. The data was cleaned, coded and entries made into the Statistical Package for Social Sciences (SPSS Version 20). The data was analyzed through descriptive statistics such as measure of central tendency to generate relevant percentages, frequency, mean. The study revealed that majority of the International Non-Governmental Organizations have implemented HRIS in their human resource management function with a main focus on staff development. It was also clear that most INGO's focus on staff development and take it as a priority to enhance its competitive advantage. It was recommended that INGO's in Kenya should enhance use of HRIS systems as it revealed a great relationship with staff development. Limitation of the study was that it relied on one person the human resource manager in each organization to respond to the questionnaire, so the results are only indicative and not conclusive. It was suggested that further studies should be conducted to investigate the factors affecting the implementation of the Human Resource Information Systems on staff development in the International Non-Governmental Organizations (INGO's).

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Leading management thinkers suggest that it is not technology, but the art of human and humane-management that is the continuing challenge for executives in the 21st century (Drucker, Dyson, Handy, Saffo, & Senge, 1997). Similarly, Smith and Kelly (1997) believe that future economic and strategic advantage will rest with the organizations that can most effectively attract, develop and retain a diverse group of the best and the brightest human talent in the market place. Organizations today are paying increasing attention to see how their human resources functions and strategies are organized in relation to staff development. At the same time HR is under the pressure to reduce cost, to improve its services, to increase its impact and to provide more satisfaction to its employees (Ulrich, 1998).

Decisions about staff development is crucial because managers will face intense pressure to achieve success through the people they lead hence their decisions affect not only their own success but also those of their employees. Horwitz (1994) highlights the importance of effective mobilization, development and utilization of human resources in the success of any organization. For an organization to be able to enhance staff development there must be an underlying management information systems to support every application that they would wish to venture into. The most commonly used system is the human resource information systems (HRIS). Human resource information system as utilized by many organizations has many components. These components are introduced in an attempt to provide a comprehensive information system that would capture and report information that could be used to manage staff development. Most organizations in INGO have ventured more into the use of technology to enhance and upgrade their staff developments strategies. Human resource management is considered to be one of the key ways of gaining competitive advantage which is difficult to imitate (Grundy, 1997).

Adaptive structuration theory looks at the interaction of groups and organizations with information technology, and how structures that are created in groups influence communication and decisions. In tandem with structuration theory, incorporation of human Information Systems

in the Non-Governmental Sector has largely been on the increase with different organizations adapting to the emerging trends of human resource information systems for aiding in decision making. Diffusion of innovation theory states that adoption of technology or an innovation takes time and is dependent on several factors among them: perception and relative advantage. Focusing on the Non-Governmental sector in Kenya, most organizations are still struggling to find a technological solution to meet the challenges of the rapidly changing and competitive environment. It is also evident that most INGO's are facing a challenge of managing one of their most important assets- "people" (Miles & Snow 1994).This is reflected in the dynamic and rapidly growing area of Human resource management and the demand for skilled and Knowledgeable human resources managers. Staff development in the workplace is no longer an option, Optimum performance is unlikely to be achieved nor productivity realized without commitment to staff development. Excellence in performance and high quality of service can be achieved only if the human resources are deemed just as important as either the physical and financial resources (Horner, 1995). Every organization committed to providing employees with job-relevant and continuous learning opportunities that contribute to their current work performance and help prepare them for the next stage in their career.

1.1.1 Human Resource Information Systems (HRIS)

Human Resource information is key to making effective strategic decisions. Therefore, the use of Human Resource Information Systems (HRIS) has been advocated as an opportunity for human resource (HR) professionals to contribute to organizational strategy. According to Lengnick-Hall, Mark and Moritz (2003), HRIS is a system used to acquire, store, manipulate, analyze, retrieve and distribute pertinent information about an organization's human resources. HRIS 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). As technology advances, the range of functions that an HRIS can undertake increases. It is often regarded as a service provided to an organization in the form of information. HRIS allow HR function to become more efficient and to provide better information for decision making (Beadles, Lowery & Johns, 2005).

HRIS can support long range planning with information for labour 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 labour/employee relations with information on contract negotiations and employee assistance needs (Shibly, 2011). Human resources and information technology are the two elements that many firms are learning to use as strategic weapons to compete (Ball, 2001). HRIS are expected to make the HR function more efficient but the question remains whether HRIS has lived to this. HRIS are designed to support the planning, administration, decision making and control activities of human resources management (Brown, 2002). HRIS 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, Staudinger & Staudinger, 2009). HRIS plays an important role for any organisation to effectively manage its human assets.

There are a number of definitions provided for HRIS. Kavanagh and Thite (2009) define a Human Resource Information System (HRIS) as a system used to acquire, store, manipulate, analyze, retrieve, and distribute resources. A HRIS is not simply computer hardware and associated HR-related software but it also includes people, forms, policies and procedures, and data. However, Mayfield. (2003) define HRIS as the primary transaction processor, editor, record-keeper, and functional application system which lies at the heart of all computerized Human Resources (HR) work. HRIS maintains employee, organizational and HR plan data sufficient to support mostly all HR functions. As technology has advanced over the past decade, so too has the need to replace the traditional method of recording employee data on paper. In conjunction with technology, the HR field has certainly changed dynamically over the years in playing a more strategic role in organizations. Powered by the capabilities of information systems as well as the internet, today almost all HR functions are being computerized (Kavanagh & Thite, 2009).

1.1.2 Staff Development

Staff development is a sufficiently complex concept to defy a simple definition. It is generally accepted however, that staff development refers to the process whereby employees of an

organization enhance their knowledge and skills in directions that are advantageous to their role in the organization. Definitions of staff development may be approached from the perspectives of the developer, the employer and the person being developed. O'Leary (1997) argued that staff development activity has to be outcome and process orientated, while Collett and Davidson (1997) suggested that a significant component of staff development is to facilitate change on a personal, professional and institutional level. Webb (1996) highlighted the need for human understanding and recognition that the feelings, emotions, humanity and 'being' of the people involved play an important part in staff development. This 'being' of the people was reinforced by Thornton and McEntee (1998) who viewed staff development as self-development guided by critical questions and practiced within frameworks that can lead to meeting the needs of all persons involved in the process.

Essentially, staff development is an on-going process of education, training, learning and support activities and is concerned with helping people to grow within the organizations in which they are employed. An emphasis on lifelong learning, personal growth and fulfilment underlines the importance of sustained development. While the term 'staff development' has been defined in a number of ways, the primary purpose of academic staff development is to expand the educators' awareness of the various tasks they must undertake to contribute to the effective education of their students and the accomplishment of the organization's objectives. Well trained employees in general not only require less supervision but also tend to have higher morale and lower levels of attrition. Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work. Thus, employees may be provided with extensive training programs in multiple functions and training on job skills. It is the deliberate and mindful undertaking of organization and/or individual intended to enhance the skills OCB ability and other attributes of an employee for effectiveness in current job requirements and predicted future challenges. Harrison and Kessels (2004) define staff development as an organizational process including the skillful planning and facilitation of a variety of formal and informal learning and organization citizenship processes and experiences primarily but not exclusively in the workplace in order that organizational progress and individual potential can be enhanced.

1.1.3 International Non-Government Organizations in Kenya

An INGO is a non-governmental organization with international scope and has outposts around the world to deal with specific issues in more than one country. Increasingly over the past 30 years, IINGOs have facilitated aid distribution through delivery of personal services in poor countries. From the 1980s onwards, they have been favored by official donor agencies such as the USAID, World Bank and the UK's Department For International Development (DFID), who have seen them as flexible, cost-effective and reliable (Hyden 1983). IINGOs respond rapidly to humanitarian crises in Kenya through mobilizing governments and the public in the developed world to support their responses. According to the Non- Governmental Organization Coordination board, International Non- Governmental Organizations can be distinguished from the local/national non-governmental organizations with the following characteristics; has international presence; voluntary-formed freely, willingly, spontaneously by individuals, groups or organizations with an element of voluntary participation; self-governing and self-regulating- have their own internal procedures for governance but nonetheless operate within accepted norms of society; not for profit sharing-not profit making organizations but where profits are accrued, they are ploughed back to the community through the organization(NGO directory, 2012)

Kenya's capital, Nairobi, as a transportation hub hosts the regional offices of some of the world's largest INGOs, such as Oxfam International, CARE International and World Vision. There are over 850 INGOs in Kenya (INGOs Coordination Board, 2012). Increasingly over the past 30 years, international non-governmental organizations (INGOs) have facilitated aid distribution through delivery of basic services in Kenya. Kenya's INGOs typically do business through a lengthy chain: receiving money from Donor agencies channeled to the IINGOs who give the money to the implementing 'partner' (national INGOs and CBOs) who then channel the same to the beneficiaries (Brunt & McCourt, 2011).

1.2 Research Problem

Human resource is important an important asset in an organization. With globalization and shift from industrial to information age, efficient and effective management of human capital is

increasingly becoming imperative and complex process (Kristine, Grant & Wiblen, 2012). Globalization has increased the complexity of organizations and amount of information they need. Thus, the success, survival of an organization heavily depends on how best the right information is collected and used for taking right decision in the right context (Kavanagh, Thite & Johnson, 2012). This has made information management system quint essential. Increasingly, organizations have been gathering, storing, and analyzing information regarding their HRs through HRIS. HRIS has enabled the control of data on personnel facilitating managerial decision making on human resources. HRIS makes vital contributions to staff development by advancing organizational learning. For example, HRIS facilitates double loop learning feedback that enables organizational change and discussion, intra organizational communication and shared visions (Argryis and Schon, 1996; Mayfield, et al., 2003), this majorly focuses on ensuring staff advance in every aspect of their working environment.

The INGO industry in Kenya is very dynamic with the growth of more IINGOs within the Country. This has resulted in tight competition to ensure that they remain competitive in their line of expertise. Besides, their wide range of service and regional outreach (rural and urban, remote and accessible areas) requires that they respond flexibly and rapidly to clients' needs and to changing circumstances which requires diverse and skilled workforce. Besides, IINGOs concern with the rural poor means that they have to maintain a field presence in remote locations. IINGOs, therefore, have to develop measures to assess program effectiveness including program design, implementation, and evaluation, as well as the dissemination of evidence (Buhasio, 2012). HRIS is a necessary and essential part in achievement of such objectives.

Despite the importance of HRIS in organizations, its relationship with staff development is not documented and few studies have been undertaken on the same. Nawaz (2012) in his study to access the impact of HRIS in facilitating information flow established that useful information flow on various domains of HR processes ranging from recruitment, coordinating between HR departments, promotion, organizing and administering staff and motivation of employees however, did not focus on the relationship between HRIS and Staff development. Shiri (2012) studied the effectiveness and the importance of the use of HRIS on the HR functions and

established that HRIS is of direct significance, verifies completeness of the HR function and provides opportunities to enhance HR contribution to the strategic direction of the firm however did not focus on the relationship between HRIS and Staff development. Shibly (2011) studied human resource information systems and found that HRIS support labour force planning and supply and demand forecast; staffing with information, and development with information on training programs. Locally, no study has been undertaken on HRIS. Buhasio (2012) did a study on challenges facing employee recruitment and selection among INGOs in Kakamega and found that they use information system to find best possible person to fill the job. Ombogo (2010) studied best practices in human resource management and concluded that staff development is important for INGOs and undertake this through periodic trainings. Abong'o (2012) studied the effect of training on staff productivity in Kenya Commercial Bank (KCB) and established that training is important in staff development. Otuko, Kimani and Musiega (2013) did a study on the effect of training dimensions on employee's work performance and established a positive and significant effect between training needs assessment and employee performance. These studies did not look at the relationship between HRIS and staff development leaving a wide knowledge gap that this study seeks to fill-in. The study therefore, sought to answer what is the relationship between HRIS and staff development?

1.3 Research Objective

The research objective of this study was to establish the relationship between human resource information systems and staff development among International Non-Governmental Organizations in Nairobi.

1.4 Value of the Study

The findings of the study will help future researchers, as a basis for further research in the fields of human resource information systems on service delivery related issues as well as generate a new framework for further research pertaining to Human Resource Information Systems and Staff development. It will open up for more studies and excavate more fertile ground to cultivate what would in future help organizations to make a balance scorecard between HRIS and Staff development.

Staff development is one of the major determinants of employee performance. The findings of the study will help developers of the HR information systems to develop customized and dependable HR systems which address the various business needs of the organization including staff development. This study will be an eye opener for the human resource management of international non-governmental organizations in appraising the effectiveness of HRIS in staff development. Implementation of HRIS and subsequent staff development will be invaluable for the employees of the international non-governmental organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical basis of the study and reviews literature related to the aspect human resource information systems and staff development.

2.2 Theoretical Basis of the Study

This study was guided by two theories namely: the diffusion of innovation theory, Adaptive Structuration Theory

2.2.1 Adaptive Structuration Theory

Adaptive Structuration Theory originated from Anthony Giddens in 1984. DeSanctis and Poole (1984) adapted Giddens' theory to study the interaction of groups and organizations with information technology. The theory is useful in providing an understanding of how the structures that are created in groups influence communication and decisions. Further, it is useful in examining the role that power plays in the development of groups and in the accomplishment of their goals. Scholars who have studied structuration in groups and organizations have emphasized the importance of understanding the relationship between the inputs into groups (resources and rules) and the outputs (feedback) (Maznevski & Chudoba, 2000). However, it is important not only to understand the existence of resources but also to examine how these resources evolve and change as a result of the communication activity that takes place within the group in making decisions (DeSanctis & Poole, 1994)

Adaptive Structuration Theory is relevant to today's organizations due to the expanding influence that advancing technologies have had with regard to the human-computer interaction aspect of AST and its implications on socio-biologically inspired structuration in security software applications. This literature review will present specific examples of advances in information technology that are driving organizational changes in the areas of business alignment, IT

planning, and development that show how AST is being used to study this driving force of advancing technologies within organizations (Giddens, 1984)

2.2.2 The Diffusion of Innovation Theory

Diffusion of Innovation (DOI) Theory, developed by E.M. Rogers in 1962, is one of the oldest social science theories. It originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. According to Rogers (1982), diffusion as the adoption of an innovation over time by the given social system hence diffusion processes result in the acceptance or penetration of a new idea, behavior, or physical innovation. Therefore the choice to adopt an innovation depends on, among other factors, the perceptions of the people in the society concerned with five specific attributes of the innovation in question, which are relative advantage; that is the extent to which the innovation is perceived to be superior to what it supersedes (Katz, 1989). Relative advantage results in improved efficiency, economic benefits and enhanced status; compatibility; that is the level to which the innovation is superficial to be dependable with existing values, past experiences and needs, compatibility is also important feature of innovation as conformance with consumer lifestyle can boost a rapid rate of adoption; complexity; that is the extent to which the innovation is assumed to be hard to understand and use; trialability that is the extent to which the innovation can be experimented before adoption; if clienteles are given a chance to try the innovation, it will minimize certain unknown fears, and lead to adoption and observability; the extent to which one can see and understand the results of adopting the innovation before the full adoption. Hence observability is the ability to access the banking services at any time and from any location without any delay or queue in the context of internet banking (Rogers, 2003).

2.3 Human Resource Information Systems

HR technology can be defined as any technology that is used to attract, hire, retain, and maintain human resources, support HR administration, and optimize HRM. This technology can used in different types of human resource information systems (HRIS) and by various stakeholders, such as managers, employees, and HR professionals. This technology can be accessed in different

ways. There is no doubt that technology has made it easier and faster to gather, collate, and deliver information and communicate with employees. More importantly, it has the potential to reduce the administrative burden on the HR department so it is better able to focus on more meaningful HR activities, such as providing managers with the expertise they need to make more effective HR related decisions (Miller, 1998).

A HRIS is made up of various elements and if one element does not function properly, it could well cause the function of the entire system to fail. When all elements work correctly and the system works properly it should benefit the organization. Similarly the HRIS is usually a part of the organization's larger management information system (MIS), which would include accounting, production, and marketing functions, to name just a few. The special function of HRIS is to gather, collect, and help analyze the data necessary for the human resource department to do its job properly (Anthony, Kacmar, & Perrewe, 2002). The HRIS can improve administrative efficiency through faster information processing, improved employee communications, greater information accuracy, lower HR costs and overall HR productivity improvements (Dery, Grant, & Wiblen, 2009; Wiblen, Grant, & Dery, 2010). HRIS can facilitate strategic value generation by helping design and implement internally consistent policies and practices that ensure that human assets contribute to achieving business objectives (Boateng, 2007).

According to Walker (2009), the HRIS system is the primary transaction processor, editor record-keeper and functional application system which lies at the heart of all computerized HR work. It maintains employee organizational and HR plan data sufficient to support most, If not all of the HR functions depending on the modules installed.

Raija and Halonen (2009) described the role of information systems in the process of combining district organizations which use information system in financial administration, HRM and social welfare. They explored the role of IS in decision-making in public sector. The lack of inter-operatability between legacy systems and new information systems was perceived as a huge problem. Dr.Karishna&Meena (2010) identified the various functional areas to which ICT is deployed for information administration in Higher Education institutions. Current level of usage indicates a clear integration of ICT for managerial or information based administration in higher

education institutes. Matthew &Douglas (2009) analyzed that nature of developing IS in any organization is characterized by multi-dimensional and often messy problems, involving technical organizations and personal dimensions.

David *et al.,* (2010) analyzed the main traits of efficient firms and the main sources of firm's efficiency through samples of catalan firms. Firm's efficiency shows a significant improvement when advanced ICT uses are combined with human resource practices. Perry (2010) indicates that HRIS is an integration of HRM and information systems. HRIs helps HR managers perform HR functions in a more effective and systematic way using technology. HRIs system usually a part of the organization's larger management information system which would include accounting, production and marketing functions.

Fernandez Joseet (2006) identified the realization that the use of business HRIS in developing and retrieval, recognize the positive influences that these systems have recruiting the process. Better performance is expected from people recruited internally. Parry (2007) indicate that the quick response and access to information were the main benefits of HRIS implementation. They also identified the cultural and financial barriers to the implementation of HRIS.

Kavanagh et al. (1990) defined it as a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources. An HRIS is not simply computer hardware and associated HR-related software. Although an HRIS includes hardware and software, it also includes people, forms, policies and procedures, and data.

2.4 Types of Human Resource Information Systems

There are multiple typologies for the classification of computer-based systems; however, focus will be the most basic types of systems and then apply them to their development and use within an HRIS. One of the earliest books in the field of computer-based systems (Sprague & Carlson, 1982) placed systems under three basic categories: Electronic Data Processing (EDP), Management Information Systems (MIS), and Decision Support Systems (DSS). EDP is primarily electronic storage of information and was first applied to automate paperwork. As Sprague and Carlson (1982) note, Its basic characteristics include, A focus on data, storage,

processing, and flows at the operational level, Efficient transaction processing, Scheduled and optimized computer runs, Integrated files for related jobs and summary reports for management.

Management Information System category of HRIS was the earliest form introduced in the HR field and fits in with the transactional level of HR activities. In the category, Sprague and Carlson (1982) states that the characteristics of MIS include, An information focus, aimed at middle managers, Structured information flows, Integration of EDP jobs by business function (production MIS, marketing MIS .) and Inquiry and report generation (usually with a data base). This type of HRIS emerged as technology improved over time, and it fits the traditional level of HR activities, such as recruitment, selection, and compensation. Sprague and Carlson (1982) note that DSS are focused still higher in the organization, with an emphasis on the following: characteristics, decision focused, aimed at top managers and executive decision makers, Emphasis on flexibility, adaptability, and quick response, user initiated and controlled, Support for the personal decision-making styles.

There is another type of HRIS, identified by Kavanagh et al. (1990) which should be used in organizations to maximize the effect of computer-generated knowledge on managerial decision making. There are numerous reports generated on a regular basis from both the EDP and the MIS types of HRIS—for example, overtime and benefits usage. The critical question is, how many of these reports are used by either line managers or HR professionals in their daily work, particularly in their decision-making capacity? All HRIS software is designed to generate a standard set of reports, but surveys and reports from both managers and HR professionals indicate that many of these reports are typically discarded. Thus, it is apparent that another type of HRIS exists—the human resources management decision system (HRMDS). This type has the following characteristics, Report formation and generation based on identified managerial needs for decision making, Categorization of reports by management level, Timing of report generation based on frequency of managerial use: daily, weekly, monthly and historical information retained and reported in a timely manner so that managers and HR professionals can see the results of their use of the information in their previous decisions. This type of system could be described as the ideal system since it provides critical information for decisions involving the human resources of the company, and thus, should be used as a standard for the development and

application of any HRIS. HRIS at this level began to emerge in the cost-effectiveness era of HRM development, and it fits the transformational level of HR activities—adding value to organizational processes

2.5 Staff Development

Staff Development is quite simply a means of supporting people in the workplace to understand more about the environment in which they work, the job they do and how to do it better. It is an ongoing process throughout our working lives. Partington, P & Stainton (2003). We live in a rapidly changing world where legislative, social and economic developments directly affect the environment in which we live and work, and where technological advances provide radically different ways of working. Staff Development opportunities provide a means whereby we can keep abreast of these changes, broaden our skills and be more effective in our work. It can be part of an individual's personal ambition to be a better practitioner, enhance his/her career prospects or to simply feel more confident about their work and make it more personally fulfilling, Horner (1995). It can be a step on the ladder to higher qualifications or enhanced job prospects or be required by professional bodies to maintain professional status. It can be part of meeting targets set by workforce performance management schemes or an opportunity for individuals to change their career paths.

According to Winston and Creamer (1997) Staff development represents an intentional effort by supervisors and administrative leaders of student affairs to improve staff members' effectiveness, leading to improved organization effectiveness. Training and development activities and programs should include all staff working within the organization in order to meet the needs for quality service and professional and personal growth (Scott, 2000).

Speck and Knipe (2005) identified staff development encompasses all types of facilitated learning opportunities, ranging from college degrees to formal coursework, conferences and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage. Staff development is essentially concerned with realizing the potential of each staff member to be effective, successful, creative

and to take bold initiatives in their work to the benefit of their clients, their colleagues, their institution and their own career development (Partington & Stainton, 2003)

According to Hendrickson (2003) there are various methods of staff development which include, Training: A well-designed training program that maximizes learning before, during and after instruction translates into positive, lasting changes on the job. Effective programs can include orientation, on-the-job training and classroom instruction. Internet-based learning is an increasingly attractive option that allows employees to learn at their own pace and on their own schedule (on weekends or evenings) with access to the material at any time.

Self-directed learning: This approach puts individual employees in control of their own learning, allowing for personal differences in learning styles and encouraging ownership of the learning process. When using this approach, many employers work with employees to develop a learning contract or personal development plan. The contract or plan, which is signed by both parties, outlines clear learning goals. (Jackson, Schuler and Werner 2009)

Coaching and mentoring: Demonstrated benefits of these approaches include improved quality and quantity of work; transfer of learning and, for employees, improved communication and problem-solving skills. Effective coaching and mentoring programs depend on the skills and personality of the mentor or coach, adequate time for coaching and mentoring sessions and established timelines and goals. (Jackson, T. 2002)

Employee promotion: Promoting someone to a position of greater responsibility is a traditional way of rewarding good performance, developing employee skills and retaining valued employees. Effective promotion involves careful consideration of many details, including identifying gaps in skills and experience and providing support through training, coaching or mentoring.(Speck and Knipe 2005)

Job enrichment: Job enrichment increases the employee's authority or responsibility within their current position. Examples include committee work, special assignments or serving on cross-functional teams. This approach increases interest and motivation by allowing employees to try new skills, build new relationships and explore new areas of specialization.

Job rotation and cross-training: Job rotation moves an employee through one or more different positions. The rotation can last several hours, several months or even a year or two. Cross-training is a specific type of job rotation where an employee learns the skills of a different position. These approaches can effectively add diversity and interest, prepare individuals for promotion, rejuvenate work units and improve communication.

Lateral moves: In a lateral move, an employee moves to a different position with similar status, pay and responsibility. A lateral move may offer new challenges or encourage the development of different skills for an employee who may not necessarily want increased responsibility. (Winston and Creamer 1997)

2.6 Human Resource Information Systems and Staff Development

Today's competitive environment requires organizations to integrate the activities of each functional department while keeping the customer in mind. An effective HRIS helps by providing the technology to generate accurate and timely employee information to fulfill this objective. Almost all HR processes can be done by using HRIS on a daily basis which can benefit the organization in several ways (Aronson, Laurenceau, Sieveking and Bellet, 2004). For instance, as an implication of HRIS the automation of tasks and process reduce the use of resources (financial, material and human). Reduction of HR costs; less usage of paper as well as to assist managers in HR process are some of the examples of reduction of resource usages. According to Hendrickson (2003) HRIS benefits an organization in their HR processes by increasing the efficiency and effectiveness and provides self-service HR (i.e. computer based training, online recruitment). In addition, HRIS produces data as a by- product and has frontend web applications which can transfer part of HR data management to employees and line-managers. Thus, employees can enter and update data by themselves which create more accuracy of data and saves time and costs and makes their input relevant to the organization. Other authors mentioned some important facts of HRIS are effective human resource decision making and reducing process and administration cost, speeding up transaction processing, reduce information errors and improve the tracking and control of human resource actions (Lengnick-Hall & Moritz 2003). Furthermore, Aggarwal and Kapoor (2012) mentioned that HRIS not only helps the management and HR department but also assists the employees in several ways. HRIS is able to

increase the overall decision making for the management of an organization (Sadri & Chatterjee 2003). It helps the HR department to possess a single data base of all employees in the company with all necessary information and opportunities of different reports plus, HRIS eliminates the paper forms that are much slower and has a higher likelihood of errors caused by human factor. For the employees, HRIS provides the possibility of independent access to data, which often means working in one software window as well as keeps automatic tracking and reminder to business obligations and events. In some organizations it also lets the employees attend internal training courses via the web in order to develop their personal skills and knowledge. As a result, it encourages employees to make decisions and initiatives on the basis of information obtained in the HRIS system. The current generation of HRIS automates and devolves routine administrative and development functions traditionally performed by corporate HR departments and can facilitate the outsourcing of HR (Barron *et al.,* 2004). In doing so, HRIS not only make it possible for organizations to significantly reduce the costs associated with HR delivery, but also to reassess the need for retaining internal HR capabilities which refers to staff.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the overall methodology that the researcher used to carry out the study. It discusses the research design, the population of the study, data collection and data analysis.

3.2 Research Design

The study adopted a descriptive cross-sectional survey design. Descriptive research describes current or existing conditions as well as attributes of particular subjects under study (Mugenda &Mugenda, 2003).This design was suitable for the study because it involved a collection of data from several respondents at one point in time.

3.3 Study Population

The population of interest in this study consisted of 40 International Non-Governmental Organizations (NGO directory, 2012) operating in Nairobi (Appendix II) under the health sector. A census survey was done targeting all 40 International Non-Governmental Organizations.

3.4 Data Collection

The researcher collected primary data by use of a structured questionnaire which had both closed ended and open ended questions. The questionnaire was structured into three sections, section A will be on general information, section B HRIS and staff development. The questionnaire was administered through a drop and pick later method at an agreed time with the researcher. The respondents were the Human Resource Manager in charge of the individual International Non-Governmental Organization.

3.5 Data Analysis and Presentation

The questionnaire generated quantitative data. The data was cleaned, coded and entries made into the Statistical Package for Social Sciences (SPSS Version 20). The data was analyzed

through descriptive statistics such as measure of central tendency to generate relevant percentages, frequency, mean and standard deviation where possible. The study used Pearson correlation analysis to establish the relationship between HRIS and staff development in IINGOs in Nairobi, Kenya. This test was done at 95% confidence level ($\alpha \leq .05$).The analyzed data was presented in table, graphs and charts.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND INTERPRETATION

4.1. Introduction

This chapter presents the responses of the respondents who participated in the study's research process. This chapter further outlines the method in which the researcher utilized to analyze the responses of the respondents who participated in the study's research process. This chapter is divided into the following sub-sections: response rate, general information, effect of HRIS on staff development, and challenges of maintaining a HRIS by INGOs.

4.2. Response Rate

The figure 4.1 below presents the response rate for the study.
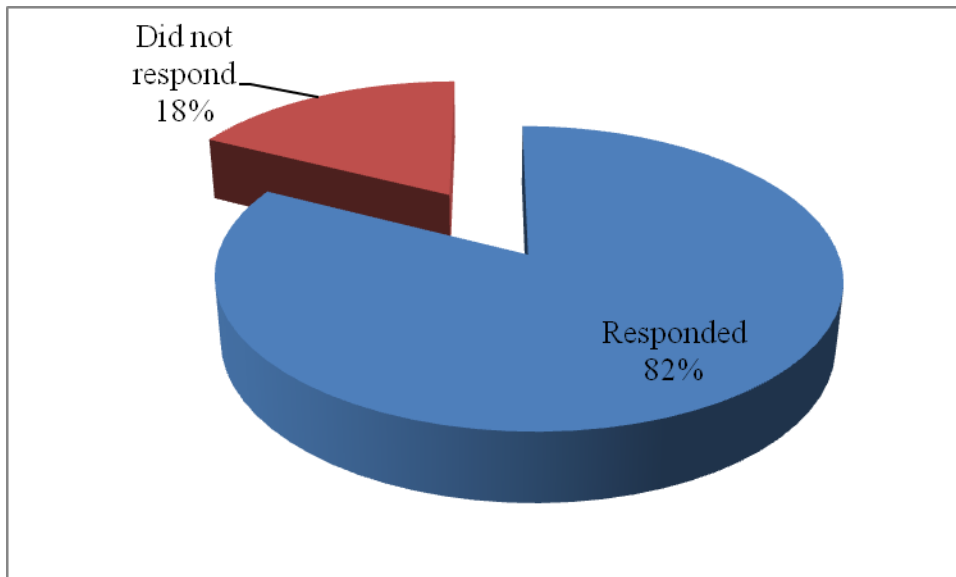

Figure 4.1: Response Rate

The findings reveal that 82% of the respondents responded to the questionnaire. however, 18% of the respondents did not respond to the questionnaire. According to Babbie (1989), a response rate of more than 50% is considered adequate for data analysis and reporting. This implies that the response rate for the study was adequate for analysis and interpretation.

4.3. General Information

4.3.1. Number of employees

The table 4.1 below presents the sizes of INGOs which participated in the research process.

Table 4.1: Number of Employees

Number of Employees	Response	Percentage (%)
Less than 10 employees	1	3
10 – 50 employees	13	39.4
51 – 100 employees	11	33.3
Over 100 employees	8	24.3
Total	33	100

The findings presented in Table 4.1 reveal that 39.4% of the INGOs which participated in the research process had a total of between 10 to 50 employees. In addition, 33.3% and 24.3% of the INGOs which participated had 51 to 100 employees and over 100 employees respectively. Only 3% of the INGOs which participated in the research process had less than 10 employees.

4.3.2. Institutions having separate HR departments

The figure 4.2 below presents the Views of the respondents with reference to whether the INGOs they work for have separate HR departments.
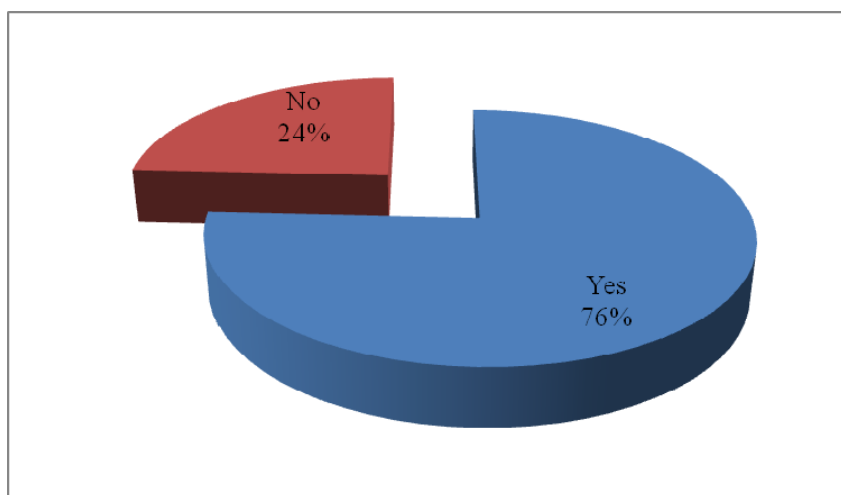

Figure 4.2: Institutions having separate HR departments

The findings reveal that 76% of the INGOs which participated in the research process are separate human resource departments. On the contrary, 24% of the respondents were not of this view.

4.3.3. Adoption of HRIS by INGOs

The Table 4.2 below presents the responses of the respondents with respect to whether the INGOs they work for have adopted human resource management information systems.

Table 4.2: HRIS adoption by INGOs

HRIS adoption by INGOs	Response	Percentage (%)
Yes	33	100
No	0	0
Total	33	100

The findings reveal that all of the respondents worked for INGOs which had adopted human resources information systems.

4.3.4. Duration of HRIS adoption by INGOs

The table 4.3 below presents the responses of the respondents with reference to the duration which the INGOs they work for have adopted HRIS.

Table 4.3: Duration of HRIS adoption

Duration	Responses	Percentages (%)
Less than 1 Year	4	12.1
1 – 5 Years	11	33.3
5 – 10 Years	16	48.5
Over 10 Years	2	6.1
Total	33	100

The findings reveal that 54.6% of the respondents worked for INGOs which had adopted HRIS for over five years. The findings further revealed that 12.1% and 33.3% of the respondents

worked for INGOs which had adopted HRIS for less than one year and one to five years respectively.

4.3.5. Effect of HRIS on institutional activities

The figure 4.3 below presents the responses of respondents with respect to whether HRIS has improved the operational efficiency for the NGO they work for.
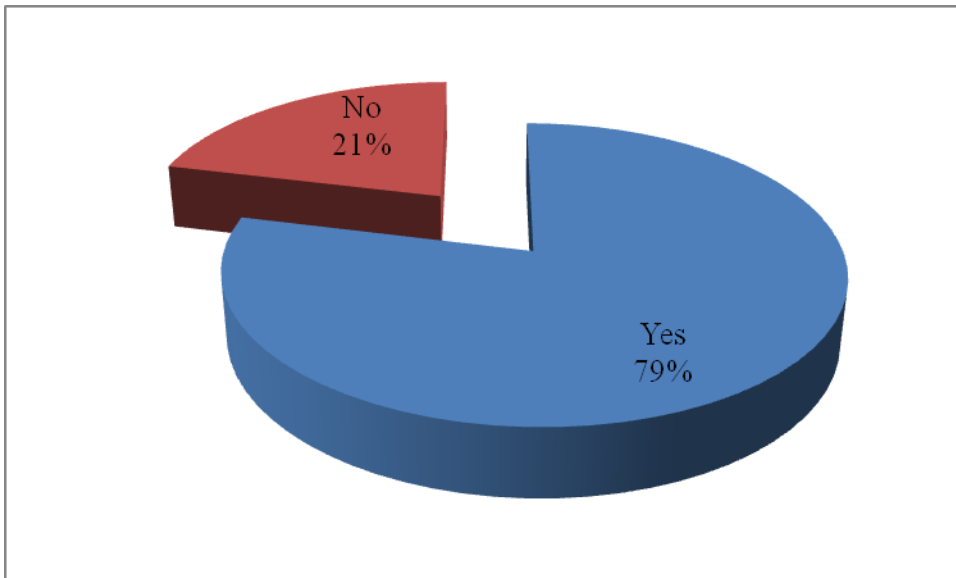
Figure 4.3: HRIS adoption enhances NGO operational efficiency

The findings reveal that 79% of the respondents were of the view that HRIS adoption had enhanced how human resource managers perform their duties. However, 21% of the respondents were not of this view. This suggests that HRIS enhances the human resource function in an organization.

4.4. Effect of HRIS on Staff Development

The Table 4.4 below presents the responses of the respondents with reference to whether HRIS adoption by INGOs has an effect on staff development. The responses of the respondents are classified into the following categories: strongly agree (SA), agree (A), neutral (N), disagree (D), and strongly disagree (SD). A five point likert scale was used to interpret the results whereby the mean scores of "strongly disagree" and "disagree" were represented by mean score equivalent to

1 to 2.5 on the Likert scale (1 ≤ disagree ≤ 2.5). The scores of 'neutral' were equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ neutral ≤ 3.5) while the scores of "agree" and "strongly agree" were represented by a mean score of 3.6 ≤ agree ≤ 5.0 on the likert scale.

Table 4.4: Effect of HRIS on Staff Development

	Mean	Standard Deviation
HRIS has improved the training process.	3.697	1.193
Information generated from HRIS helps the institution decide when training and skill development are necessary	3.939	0.983
Organizations use HRIS training subsystem at an optimum level	3.333	1.222
HRIS provides insight into organizational training needs.	3.879	1.037
The outcomes of HRIS training needs analysis (TNA) are accurate.	3.303	1.218
Managers find HRIS detailed training plan relevant to their needs.	3.303	1.381
HRIS evaluates the effectiveness of training programs.	3.424	1.280
Employees find HRIS training programs relevant to their needs.	3.909	1.055
HRIS selects right person to be trained at right time.	2.818	1.266
HRIS eliminates skill gaps across the organization.	4.364	0.540
HRIS plays a vital role in the administration of training programs.	3.030	1.403
HRIS assesses the budget of training and development programs.	4.030	0.999
HRIS makes better and faster decisions about successor rankings.	4.303	0.758
HRIS is timely in determining promotion of staff	3.515	1.540
HRIS maintains relationships with individuals who register in a talent warehouse.	3.273	1.286
HRIS leverages employee's talent in the right place at the right time.	4.030	0.999
HRIS analyses each job position and its job title in an organization and places the right employees	4.303	0.758
HRIS facilitates development of training reports.	3.848	1.234
HRIS facilitates Succession planning.	4.303	0.758

Table 4.4 presents the views of the respondents on the effect of HRIS on staff development. From the finding majority of the respondents were in agreement that HRIS improves the training process. This scored a mean of 3.697 and a standard deviation of 1.193.This implies that the respondents agreed with the view that HRIS has improves and enhance the organizations training process. The findings revealed that Information generated from HRIS help the organization in deciding when training and skill development are necessary this scored a mean of 3.939 and a standard deviation of 0.983. This suggested that HRIS assist organizations and institutions in skill and training assessments.

From the findings, the views of the respondents with reference to the use of HRIS training and development subsystem at an optimum level scored a mean of 3.333 and a standard deviation of 1.222. This suggests that a substantial proportion of the organizations that have adopted HRIS do not optimally use HRIS. In relation to HRIS providing insight to organizational training needs, the respondents were in agreement as presented with a mean of 3.879 and a standard deviation of 1.037. This implies that HRIS provides a platform for organizations to identify training needs.

Majority of the respondents were in agreement in relation to the outcome of HRIS training needs analysis being accurate, scoring a mean of 3.303 and a standard deviation of 1.218. This suggested that HIRS assist managers in identifying areas where employees needed to be trained. In relation to whether the mangers find HRIS detailed training plan relevant to their needs, the views of the respondents scored a mean of 3.303 and a standard deviation of 1.218. This suggest that HRIS is an important tool for use in developing a training plan. HRIS evaluation on the effectiveness of training programs scored a mean of 3.424 and a standard deviation of 1.280, indicating that HRIS evaluated the effectiveness of training programs. Employees also find HRIS training program relevant to their needs, this scored a mean of 3.909 and a standard deviation of 1.055, this suggest that the HRIS training programs are positively perceived by employees with the INGO's that participated in the research.

In relation to HRIS selecting the right person to be trained at the right time, majority of the respondents were in agreement with this as it scored mean of 2.818 and a standard deviation of 1.266 indicating HRIS usefulness in selecting the right candidate to be trained on time. HRIS as well eliminates skill gaps following a mean of 4.364 and a standard deviation of .0540, this

implied that majority of the respondents agreed with the view that HRIS is effective in eliminating skill gaps within organizations. In relation to HRIS playing a vital role in the administration of training programs, it scored a mean of 3.030 and a standard deviation of 1.403. This indicated that HRIS plays a vital role in administration of training programs making work easier and accurate for the team within the training department.

Access budgets of training and development programs through HRIS system scored a mean of 4.030 and a standard deviation of 0.999, this clearly indicating from the respondents that they were in agreement that through HRIS they are in a position to comfortably access the training budget whenever they need to access. Efficiency of HRIS on successor ranking scored a mean of 4.303 and a standard deviation of 0.758, this suggests that HRIS makes successor ranking process more efficient when adopted by organizations. Focusing on promotion of staff in a timely manner through the use of HRIS indicated that the respondents were in agreement as this scored a mean of 3.515 and a standard deviation of 1.540. This indicated that HRIS is an effective tool that can be used by organizations when it comes to timely promotion of their staff.

Majority of the respondents were in agreement that HRIS maintains relationship with individuals who registered in a talent warehouse which scored a mean of 3.273 and a standard deviation of 1.286. Leveraging employee's talent in the right place at the right time through HRIS scored a mean of 4.030 and a standard deviation of 0.999.This implies that majority of the respondents were in agreement with HRIS leveraging employees talents. Analysis of job position and job titles as well as placement of employees within an organization through HRIS scored a mean of 4.303 and a standard deviation of 0.758, this implied that majority of the respondents were in agreement with it.

HRIS facilitation of development of training reports scored a mean of 3.848 and a standard deviation of 1.234 clearly indicating that the majority of the respondents were in agreement with HRIS facilitating development of training reports. HRIS facilitation of succession planning scored a mean of 4.303 and a standard devotion of 0.758 suggesting that majority of the INGO's adopt the use of HRIS in facilitation of succession planning.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1   Introduction

This chapter outlines the conclusions and recommendations that the researcher arrived based on the findings of this research process. This chapter is divided into the following sub sections: summary of the findings, conclusions, and the recommendations of the research study.

5.2   Summary of Findings

The study findings revealed that 33 of the 40 INGOs that were to participated in the research process participated in the data collection process. Majority of the INGO's had a separate human resource department. The findings further revealed that all of the respondents worked for INGOs which had adopted HRIS. In addition, respondents were of the view that HRIS adoption had enhanced how human resource managers perform their duties more efficiently.

The findings revealed respondents agreed with the view that HRIS had improved and enhanced their institution's training process, The respondents were of the view that the information generated from HRIS assisted the organization they worked for to decide when training and skill development were necessary. According to findings, the INGOs which participated in the study were using HRIS at an optimum level. The findings of the study further revealed that the respondents agreed with the view that HRIS provides insight to INGOs with reference to the institutional training needs. It was further evident that managers find HRIS detailed training plan relevant to their needs this was attributed to the fact that of the respondents agreed with this view.

The findings of the study further revealed that the respondents agreed with the view that managers find HRIS detailed training plan relevant to their needs. In addition, they agreed with the view that HRIS evaluates the effectiveness of training programs. The findings of the study revealed that the respondents agreed with the view that employees find HRIS training programs relevant to their needs. However, majority of the respondents disagreed with the view that HRIS

selects right person to be trained at right time. On the other hand, the respondents agreed with the view that HRIS eliminates skill gaps across the organization.

The findings also revealed that the respondents agreed with the view that HRIS plays a vital role in the administration of training programs. In addition, that HRIS enhances the assessment of budget of training and development programs, the respondents agreed with the view that HRIS makes better and faster decisions about successor rankings. The findings further revealed that HRIS is timely in determining the promotion of staff

The findings revealed that the respondents disagreed with the view that HRIS maintains relationships with individuals who register in a talent warehouse. In addition, respondents disagreed with the view that HRIS leverages talent in the right place at the right time. The findings further revealed that the respondents agreed with the perception that HRIS facilitates development of training reports. In addition, the respondents were of the view that HRIS significantly contribute to succession planning within an organization.

The responses of the respondents identified the following as the major challenges that accrue to INGOs which have adopted HRIS: lack of sufficient capital, lack of IT knowledge, not convinced of the benefits, no suitable HRIS software, insufficient human resource management budgetary allocation, and inadequate human resource management commitment.

5.3   Conclusions

According to the findings of the study, majority of the International Non-Governmental Organizations have implemented HRIS in their human resource management function. However, evidence from the findings revealed that even though INGOs have implemented HRIS majority have not fully exploited its optimum potential. The findings furthermore reveal that HRIS enhance the operational efficiency and duties performed by the human resource department. In addition, it was evident that HRIS significantly contribute to staff development.

In regard to the assessment of the relationship between Human Resource Information Systems and staff development, the findings revealed that due to the availability of the HRIS, staff and management expectations were beginning to be realized, the HRIS had improved the HR functions at the organizations, the HRIS helped with forecasting staffing needs, HRIS improved the data maintenance process and HRIS enhanced the efficiency of succession ranking. Likewise, the HRIS improved the training process, eliminated procrastination of HR functions, there was there was cost saving on the HR functions, HRIS improved the ability to disseminate information, provided increased levels of useful information and the information generated from the HRIS increased coordination between the HR department and top administrators.

From the findings several challenges were pointed out among which included inadequate funds, inadequate knowledge, lack IT Knowledge, insufficient financial support, Problem with time management, Lack of information technology (IT) support, unavailability of suitable HRIS or software, difficulty in changing the organization's culture, fear of changing the way staff do things, the HRIS not being perceived as an advantage, lack of commitment and involvement by all employees and lot of paper work that is difficult to computerize undermined the achievement of the full potential of HRIS

5.4   Recommendations

Organizations should make sure that dimensions such as strategic integration, forecasting and planning, human resources analysis, and communication and integration do play a significant role within HR departments. Such factors improve the effectiveness of human resource departments which at the end would have a positive reflection on the organization as a whole.

From the findings it was revealed that lack of sufficient capital was a challenge to maintenance of HRIS by the organizations. Therefore, the managements of the different organizations should ensure proper HRIS implementation and achieving the benefits of HRIS, should carry out a lot of benchmarking from organizations that are already operating the HRIS and seek advice on how to effectively carry cost effective HRIS implementation.

5.5   Limitations of the Study

The study relied on one person the human resource manager in each organization to respond to the questionnaire, so the results are only indicative and not conclusive.

Another limitation of the study was that it was focused on the relationship between HRIS and Staff development in INGOs operating in Nairobi. The relationship of HRIS and staff development was limited and the usable questionnaires in the study were few. Therefore the findings may not apply to other smaller NGOs or Local NGOs. To deal with this limitation, further study is required in other smaller NGOs as for the research there is a relationship between the two components.

5.6   Recommendations for Further Research

 The researcher recommends that further research should be conducted on local or smaller NGO's within Nairobi.

The researcher recommends that further research should be undertaken to investigate the factors affecting the implementation of the Human resource Information Systems in the International Non-Governmental Organizations (INGO's).

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APPENDICES

Appendix I: Questionnaire

You have been randomly selected to participate in a study on efficiency of human resource information systems in enhancing staff development, a case study of International non-governmental organizations in Kenya. The exercise is part of academic requirements for Master's Degree in business administration at the University of Nairobi. You are requested to give accurate and independent responses as requested. Please note that the responses you indicate will remain strictly confidential and will be used by the researcher for academic purposes only

PART A: GENERAL INFORMATION

1. Name of the NGO:...

2. How many employees work in the organisation?

   Less than 10   [ ]   10-50   [ ]

   51-100   [ ]   Greater than 100   [ ]

3. Does the organisation have a separate HR department/group/unit?

   Yes   [ ]   No   [ ]

4. Does your organization currently use/maintain a HR Information System (HRIS)?

   Yes   [ ]   No   [ ]

5. For how long have you implemented HRIS?

   Less than 1 year [ ] 1-5 years [ ]

   6-10 years [ ] Over 10 years [ ]

6. Has the presence of the HRIS affected or improved how you discharge your duties

   Yes [ ]   No [ ]

PART B: HUMAN RESOURCE INFORMATION SYSTEMS AND STAFF DEVELOPMENT

7. To what extent do you agree with the following statements with regard to the relationship between human resource information systems and Staff Development? 1. Strongly Disagree, 2. Disagree, 3. Neither Agee nor Disagree, 4. Agree, 5. Strongly Agree

Statement	1	2	3	4	5
Our HRIS has improved the training process					
The information generated from our HRIS helps our institution decide when training and skill development are necessary					
Our Organization uses HRIS training and development subsystem at an optimum level					
HRIS provides insight into organizational training needs.					
The outcomes of HRIS training needs analysis (TNA) are accurate.					
Managers find HRIS detailed training plan relevant to their needs.					
HRIS evaluates the effectiveness of training programs.					
Employees find HRIS training programs relevant to their needs.					
HRIS selects right person to be trained at right time.					
HRIS eliminates skill gaps across the organization.					
HRIS plays a vital role in the administration of training programs.					
HRIS assesses the budget of training and development programs.					
HRIS makes better and faster decisions about successor rankings.					
HRIS is timely in determining promotion of staff					
HRIS maintains relationships with individuals who register in a talent warehouse.					
HRIS leverages employee's talent in the right place at the right time.					
HRIS analyses each job position and its job title in an organization and places the right employees					
HRIS facilitates development of training reports.					
HRIS facilitates Succession planning.					

THANK YOU FOR YOUR TIME

Appendix II: List of International Non-Governmental Organization (NGO Board 2012)

1. Action Against Hunger
2. Action Aid International
3. Acumen Fund
4. African Population and health research Centre(APHRC)
5. Aga Khan Foundation
6. CARE International
7. Child Fund.
8. Engender health
9. Family care international
10. Family Health International
11. Food for the Hungry International
12. Habitat for Humanity
13. Help Age International
14. Homeless Children International
15. Hope - Poverty Eradication Organization
16. Improve Your Business (IYB)
17. International Childcare Trust
18. International Committee of the Red Cross
19. International Community for the Relief of Starvation and Suffering
20. International Medical Corps
21. Intrahealth International
22. Islamic Relief
23. Kenya Red Cross Society
24. Mercy Corps
25. Norwegian Refugee Council
26. Oxfam GB
27. Oxfam UK
28. PATH
29. Plan International
30. Planned Parenthood federation of America-international Africa regional office
31. Save the Children
32. SNV Netherlands Development Organization
33. SOS Children's Villages
34. Sudan Relief and Rehabilitation Association
35. The Rockefeller Foundation
36. WCT - Windle Charitable Trust
37. Widows and Orphans Welfare Society of Kenya
38. World Neighbours
39. World Vision International
40. Worldview International Foundation