

**PERCEIVED EFFECTIVENESS OF HUMAN RESOURCE  
INFORMATION SYSTEM AT KENYA BREWERIES LIMITED**

**BY**

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## DECLARATION

This research project is my original work and has not been submitted to any other college, institution or university for academic credit.

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

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## **DEDICATION**

I dedicate this research project to my family and friends for their inspiration, support, encouragement and understanding throughout the research period.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

**EABL** East African Breweries Ltd

**HRM** Human Resource Management

**HRIS** Human Resource Information System

**HR** Human Resources

**KBL** Kenya Breweries Ltd

**TAM** Technology Acceptance Model

## **ABSTRACT**

The introduction of technology has been seen to increase organizational efficiency and effectiveness resulting in better organizational performance. Due to the fact that proper management of human resources has a positive impact on an organization's bottom line it is important that steps are taken to make the HR function more effective. One way of doing this is through the introduction of a human resource information system. It is also important for organizations to assess the effectiveness of these systems to justify the cost and time involved in their introduction. Kenya Breweries Ltd (KBL) introduced a new human resource information system in their operations however its effectiveness has not yet been assessed. The use of HRIS is becoming popular among organizations however limited studies have been conducted to assess their effectiveness. Further studies need to be conducted in this field. The study was aimed at assessing the perceived effectiveness of HRIS at Kenya Breweries Ltd. It has been conducted in response to the lack of research on HRIS effectiveness in Africa. The study focuses on two theories the Technology Acceptance Theory and the Delone & McLean IS Model. Based on the two theories the study will cover information quality, service quality, ease of use and usefulness. The researcher adopted a descriptive research design with the population consisting of the KBL employees based at the Ruaraka office in Nairobi. Stratified random sampling was used and primary data was collected using questionnaires. The data collected was analyzed using descriptive statistics and was displayed using tables, charts and graphs. The study found out that according to the respondents the HRIS generated quality information. On the other hand the service quality required improvement especially regarding employee training. The study also found out that although the system displayed useful messages it was not perceived as easy to use. In addition it found out that the HRIS allowed employees to effectively update personal information and time-off. The study recommends HRIS training for both new and existing employees, improving HRIS support and liaising with the vendor for overall HRIS improvement. The researcher recommends that similar studies be conducted in other organizations especially those based in Africa operating in the manufacturing industry. Studies should also be conducted on the factors to consider when selecting a HRIS vendor.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Given the link between HR and business performance, the use of technology in HR operations will improve overall company efficiency. The HR department stores a large amount of employee information. This information is required when making strategic HR management decisions. It should be accurate and easily accessible. An efficient way to manage this data is through the use of a Human Resource Information System (HRIS). Bulmash, Speers and Chhinzer (2010), define HRIS as an “integrated systems used to gather, store and analyze information regarding an organization’s human resources”. According to Chien and Tsaur (2010) to be successful organizations require an efficient information system aligned to its business processes. Using cloud computing and networking, organizations are able to store and retrieve large amounts of data. In addition employees can access the information they require from virtually anywhere as long as they have been granted access to the system. According to Bulmash et al. (2010), incorporating technology in HR services sets successful companies apart from others. HRIS provide greater information accuracy, faster access to data and increased HR efficiency (Wiblen, Dery & Grant 2010). To maximize on the potential of HRIS these systems should not only be used to capture and retrieve information but to also support the HR department to make strategic decisions and review HR processes.

The research will be based on two information systems theories, that is, the Technology Acceptance Model (TAM) and the Information System Success Model. TAM explains how individuals react to the introduction of new technology. The model discusses two main factors, the perceived ease of use and the perceived usefulness of a system (Davis,

1989). These two factors are said to determine whether a system will be accepted by its users or not (Surendran, 2012). A HRIS that has not been accepted by the employees of an organization cannot be said to be effective because lack of acceptance may lead to lack of use which goes against the reason for its implementation. Whether or not the HRIS has been accepted by employees will affect the perception of effectiveness of the system. The IS Success Model first developed by DeLone and McLean in 1992 seeks to measure the success of an information system. The theory states that six interrelated factors determine the success of an information system (DeLone & McLean, 2003). The theory has undergone several changes to reflect changes in technology and to adapt to new research finding. According to the most recent model the factors that determine information success are information quality, system quality, service quality, usage intention, user satisfaction and net benefit (Halonen, Acton, Golden & Conboy, 2009). A combination of the factors discussed in the technology acceptance model and some factors of the IS success model will be used in this research.

This study focused on Kenya Breweries Ltd, the leading alcoholic beverage manufacturing company in Kenya. The organization introduced a new HRIS in 2014. Although the previous system allowed HR to store employee information it was only accessible to the HR team. Line Managers and employees had to go through HR to access their information as well as that of their direct reports. The latest system gives employees greater access to their information with an aim of reducing the number of transactional activities performed by the HR team. Employees no longer need to contact HR to view general HR information such as time off balances. The organization provides a great context for the study of HRIS effectiveness because the system incorporates a variety of

transactional HR tasks and is used by a large number of staff providing a good sample population for the study. In addition the organization's employees have had sufficient time to interact with the system which will provide informative data for the study.

### **1.1.1 Concept of Perception**

Perception is the cognitive process of organizing and interpreting sensory impressions so as to understand our surroundings (Robbins & Judge, 2013). It is a way of creating ideas, opinions and feelings about ourselves and other people as well as our day to day experiences (Schermerhor, Hunt, Osborn & Uhl-Bien, 2010). Perception is a social process that involves collecting and integrating information about others to better understand them (Greenberg & Baron, 2008). It includes all the ways in which we access information through the five senses. Certain conditions are required for perception to take place, that is, an environment, a perceiver and an object or event to be perceived. Perception is a personal experience and therefore the same stimuli under the same conditions can be perceived differently by different individuals (Dutt, 2009).

In an organizational setting one employee may have a positive perception of the workplace while another may have a negative perception of the organization, working conditions and work environment. A positive perception of the workplace leads to increased productivity and loyalty towards the organization. Different people may therefore react differently to the same stimuli. This is because perception is a complex process. It is influenced by several personal factors such as our personalities, past experiences, needs, motives and values (Schermerhor et al., 2010). When an individual

tries to interpret a situation or an event the process is strongly influenced by their individual traits (Robbins & Judge, 2013).

Understanding perception is important to organizations because human beings act on the basis of their perceptions. In some situations these perceptions may lead to inaccurate views and behaviors that may cause problems (Hartley & Bruckmann, 2002). It is therefore important that organizations try to understand their employee's perceptions. According to Bridges (2003) the perception an employee has towards an organization can influence the quality of that employee's work. Organizations should strive to create positive perceptions among their employees. This can be done by implementing reward and benefit programs that relate to the employee's work assignment and performance (Armstrong, 2009). Perception affects decisions made by top management. It influences decisions relating to company strategy and business direction. It also plays an important role in human resource activities such as hiring of staff and performance appraisals (Greenberg & Baron, 2003).

### **1.1.2 Concept of Effectiveness**

Effectiveness is the extent to which stated objectives are met (Fraser, 1994). It is the degree to which something is successful in producing the desired results. Although effectiveness is closely related to efficiency, the two terms should not be confused (Robertson, Callinan & Bartram, 2008). Being effective is about doing the right things, while being efficient is about doing things right. Efficiency will allow organizations to increase output without increasing resources while effectiveness relates to accomplishment of goals. In the 1960s the concept of effectiveness became very popular

and was often discussed in business seminars. At the time it was clear that several internal and external factors affected organizational effectiveness. Steers (1975) came up with a model where the main criteria were flexibility and adaptability. Other factors were profitability, productivity and employee retention (Holbeche, 2016). Although organizations share similar goals such as being financially viable the difference in their mission, values and other goals will lead to various overall definitions of effectiveness (Robertson et al., 2008). For an organization to be effective it is important that it is aware of environmental changes. It should also have the ability to adapt to these changes in a timely manner (Holbeche, 2016).

The effectiveness of the HR function is important to organizations because it plays an important role in the overall effectiveness of an organization. HR effectiveness looks at the relationship between outcomes and longer term issues (Walker & Bechet, 1991). Measures of effectiveness can be applied to the different areas of the HR function as well as the HR staff. Research has shown that the HR department was seen as more effective if it spent more time acting as a strategic business partner as opposed to performing transactional tasks such as record keeping. HR executives that understand the overall business strategy will be better placed to support the strategy through HR thus increasing overall organizational effectiveness (Lawler, 2012).

### **1.1.3 Human Resource Information Systems**

The effective management of human resources is a major concern of any organization that wants to maintain a competitive edge in today's dynamic environment. According to Noe et al. (2011) a human resource information system is a computerized system used to

acquire, store, manipulate, analyze, retrieve and distribute HR information. The introduction of a human resource information system increases efficiency in the HR function by providing better and more timely information to support decision making (Ankrah & Sokro, 2012). The automation of HR functions allows HR to take on a more strategic position by reducing the time taken to complete transactional tasks and processes. HRIS lead to faster decision making in the development, planning, and administration of HR due to the ease with which information is stored, retrieved, updated, classified, and analyzed (Sadri and Chatterjee, 2013). According to Snell & Bohlander (2013) HRIS have a great impact on HR, they not only reduce cost and increase efficiency but they also connect people to each other as well as to the data they require. Less time is therefore spent on transactional tasks providing more time to concentrate on strategic decisions. HR planning becomes more effective because managers can base their decisions on actual data as opposed to intuition. For example a company undergoing restructuring can use the HRIS to perform HR analytics to determine the effectiveness of the organization's workforce (Bulmash, 2013). In the past organizations kept employee records in physical files which made retrieval time consuming and ineffective. The use of HRIS allows employees to control their personal information and provides line managers with quick access to information which leads to better and faster decisions. As a result the number of people required in the HR department reduces (Nawaz, 2012).

An effective HRIS system should incorporate a company's policies and procedures (Bulmash, 2013). For example if company policy dictates that all performance improvement plans need to be approved by the human resource business partner, this should be programmed into the system to ensure that the correct procedure is followed.



Effective HRIS do not work alone; they should be able to interface with other systems used by the organization so as to improve interdepartmental communication. For example hiring data in the HRIS should be transmitted to the payroll system to effectively communicate new hire details in a timely manner. A large number of HRIS have been created to satisfy the needs of different organizations. An organization need to select an appropriate system depending on available resources, information needs and size of the organization. One type of system is an enterprise wide system which provides a single platform where company data can be stored and retrieved (Bulmash, 2013). Due to the nature of HR information and fear of the financial cost of confidentiality breaches HRIS systems are not usually fully integrated with other organization systems to form a unified system with a single database (Armstrong, 2009). If this type of system does not satisfy the needs of an organization a simple stand-alone system can be used. According to experts HR should identify the biggest issues they face and the most time consuming tasks and then select the HRIS solution that will not only address these challenges but will also have the greatest impact on the company's bottom line (Snell & Bohlander, 2013).

#### **1.1.4 Kenya Breweries Limited**

Kenya Breweries Ltd is the leading manufacturer of branded beer and spirits in Kenya. It is part of the larger East African Breweries Ltd. The company is best known for its flagship brand Tusker beer which is popular among Kenyans. It was incorporated as a private company in 1922 under the name of Kenya Breweries Limited. The company experienced success early with the declaration of its first dividend in 1926. In the same

year it donated towards the national charity fund bringing the company closer to its consumers (“EABL, About Us,” n.d.). In 1936 the company merged with Tanganyika Breweries Limited to form East African Breweries Limited. A few years later in 1938 the company came first in an international competition beating 22 other entries. The company continued to grow expanding its operations to Mombasa as well as acquiring financial holding in Uganda Breweries (“EABL, About Us,” n.d.). EABL has a large network of breweries, distilleries and distributors throughout the region. The organization’s diversity plays an important part in delivering high quality products to its customers and value to its investors (“EABL, About Us,” n.d.). The organization takes time to understand the market and continuously seeks ways to innovate its products and brands. The company’s management in both the union and management category is rich with high skilled professionals. The company’s ambition is to be the best performing, most trusted and respected consumer products company in Africa. In 2000 and 2001 it was named the most trusted company in East Africa. In 2012 it was declared the employer of choice and best company to work for through a survey conducted by Deloitte and Touche consultants (“EABL, About Us,” n.d.).

The group’s largest shareholder is Diageo Plc. that owns 50.03% of the company. Diageo Plc. is a global leading alcoholic beverages company with a presence in over 180 countries. The remaining shares are listed on the Nairobi Stock Exchange, Uganda Securities Exchange and Dar es Salaam Stock Exchange. EABL Foundation is the corporate social responsibility arm of the company. It provides support in areas of education, health, water supply and environmental conservation in Kenya Uganda and Tanzania. (“EABL Foundation, About Us,” n.d.). The company also owns one of the

Kenya Premier League's most successful clubs, Tusker F.C. In 2013 Diageo Plc. picked Nairobi as the hub for its Africa HR operations. The shared service center based at EABL headquarters in Ruaraka was tasked with managing HR functions for over 20 countries in Africa. The previous year EABL had undergone a restructuring exercise to increase efficiency and drive out cost. The HR shared services model was set up to reduce costs and facilitate expansion (Mutegi, 2013). The establishment of the shared service center in Nairobi came hand in hand with the roll out of a new HRIS in the Diageo Plc. markets in Africa. The HRIS selected is a Human Capital Management (HCM) system that provides global workforce visibility and better user experience.

## **1.2 Research Problem**

According to Bulmash (2013), employee self-service systems have changed the way the HR department operates. HR representatives spend less time on operational tasks as they are no longer responsible for simple routine tasks that can be handled by employees. The system is beneficial to employees as they no longer have to contact HR to access or update their own information. As a result operational costs are reduced and HR is able to concentrate on more strategic tasks. According to Beadles, Lowery and Johns (2005) the use of human resource information systems allows HR professionals to play a more strategic role in an organisation. A large number of human resource information systems with numerous functionalities are available at different costs. These systems are used extensively in organisations of all sizes however only a limited amount of research has been conducted on the impact of these systems on HR operations (Shiri, 2012).

Further, Midiwo (2015), argues that even though human resource information systems have gained popularity as a strategy for effective HR operations and competitive advantage, little information exists on their impact in Kenya. It is clear that organizations understand that human resource information systems positively affect HR efficiency and hence organizational performance. This has led to the increased adaptation of these systems however organisations are yet to seek ways of measuring their effectiveness (DeLone & McLean, 2003). Given the time taken and costs involved for HRIS implementation organisations need to justify this investment. It is important for HR managers and organisations to come up with ways of measuring the effectiveness of the systems that they implement. This notion is echoed by Ngai and Wat (2006), who state that there is need for those practicing HR to understand the factors that affect the success or failure of HRIS implementation.

Kenya Breweries Ltd introduced a new HRIS in 2014. At the same time the HR shared services centre for Africa was set up in Nairobi. The new HRIS gave a new outlook on how HR was managed. The system is a web based self-service application which granted employees access to data that was previously managed by HR. This was the first time the company had used such a platform. The system has three self-service systems, one tailored for employees, one for managers and the other tailored for HR. The employee self-service system allows employees to access their profile and update their own information. This information includes personal data, contact information, bank details as well as time off. The manager self-service system allows managers to view information relating to their direct reports without going through HR. The HRIS is a valuable tool to senior management, managers and employees. It provides a large amount of information

that can be used to inform strategic decisions. The system manages employee time off and absence management, reward management, performance management, hiring and exit management.

Ramezan (2010) conducted a study to measure the effectiveness of information systems in the national Iranian oil company. In the study user satisfaction about system quality, system use and information quality were used to measure the effectiveness of the MIS. The study found out that the employees in the organisation were satisfied with all three dimensions. Rao (2015) carried out a study to determine the effectiveness of HRIS at Greaves Cotton Limited. The study covered how the HRIS contribute to strategic HRM and the effectiveness of HRIS in the workplace. The findings of the study showed that employees were satisfied with the HRIS because it met their current needs, played a role in employee development and supported decision making. The employees also opined that there was need to improve HRIS application in the organisation. A study by Atika (2011) of the factors influencing the effectiveness of HRIS at the National Cereals and Produce Board in Kenya concluded that HRIS improved decision making and reduced costs. Training on the use of the system as well as managing organisational change affected the effectiveness of the system. A 2013 study by Atsanga on the perception of effectiveness of HRIS by branch managers in Kenya Commercial Bank Ltd in Kenya found out that HRIS improved information quality. The managers at the bank were satisfied with the HRIS and viewed it as easy to use and a success generally. Previous HRIS research carried out in Kenya was in the financial services industry and in public institutions. Limited HRIS research has focused on the manufacturing industry. There is

therefore a research gap that needs to be addressed. What is the perceived effectiveness of human resource information systems at Kenya Breweries Ltd?

### **1.3 Objective of the Study**

To determine the perceived effectiveness of human resource information systems at Kenya Breweries Ltd.

### **1.4 Value of the Study**

The study contributes directly to the field of information systems and their application in human resource management. It will build on the existing body of HR knowledge and will provide practical data to support HR and IS theories.

The results of the study will guide Kenya Breweries Ltd in developing HRIS policies. It will provide insight into whether the HRIS is an efficient tool in human resource management. The study will identify areas of HRIS review and improvement to satisfy the user needs and will be a guide for future HR and IS implementation initiatives. Other organizations in the manufacturing sector in Kenya will have access to knowledge that may be used in their own HRIS implementation.

The study will contribute to the existing body of knowledge in the area of human resource information systems. The findings will provide data on the effects of HRIS on human resource management. This will be beneficial to academics and future students of human resource management. It will allow them to understand HRIS in the Kenyan context and trigger interest in further research. The study will also help to fill the existing gaps in terms of HRIS literature in the Kenyan and East African context.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter discusses literature relevant to the study. It covers the Technology Acceptance Model, DeLone and McLean IS Success Model and effective human resource information systems.

### **2.2 Technology Acceptance Model**

The Technology Acceptance Model was developed by Fred Davis in 1989. The theory explains how individuals react to the introduction of new technology (Davis, 1989). Creating a new way of doing things is always met with some level of resistance. In today's world change is inevitable; companies have to continuously innovate and adapt to stay relevant. Information systems have become an important part of that change. The successful implementation of information systems requires user acceptance. The need for a user acceptance theory dates as far back as the 1970s. The period was characterized by an increased demand for technology however failure of system adoption in organizations was also high. This created a need for research in predicting system acceptance or rejection (Davis, 1989). The technology Acceptance Model is one of the most popular models to predict user acceptance of information systems.

According to the model user response to the system can be predicted by user motivation which is influenced by the system capabilities and features (Chuttur, 2009). The model discusses two main factors, the perceived usefulness and the perceived ease of use of the system as determinants of user acceptance (Surendran, 2012). The perceived usefulness is defined as whether the information system will improve the user's job performance in the

organization. The perceived ease of use refers to the perception of the user regarding how easy it will be for them to use the system (Bradley, 2009). The TAM provides a unique way of explaining user acceptance of information systems and information services in the organizational environment (Kondrup, 2004). Support for this theory is found in the self-efficacy theory and cost benefit paradigm. Bandura (1982) defines self-efficacy as “Judgments of how well one can execute courses of action required to deal with prospective situations” (p.122). The cost benefit paradigm refers to decision making as a tradeoff between effort and results (Davis, 1989).

### **2.3 The DeLone and McLean Model**

In 1992, DeLone and McLean developed a model to measure the success of information systems. The model is referred to as the DeLone and McLean IS Success Model (D&M IS Success Model). The model has six aspects: individual impact, organizational impact, system quality, information quality, user satisfaction and use (Shibly, 2011). It should be noted that according to the model the six aspects do not exist independently they are interrelated (DeLone & McLean, 2003). System quality and information quality have an impact on the use of the system as well as the user’s satisfaction when using the system. This in turn creates an impact on the individual using the system which will also have an impact on the organization as a whole. It was clear to DeLone & McLean that additional research needed to be done on the model as the interrelationship between the variables had not been tested (DeLone & McLean, 1992).



Studies were conducted by Seddon and Kiew (1996) as well as Rai, Lang & Welker (2002) to test the interdependency between variables. According to some researchers “use” should not be identified as an aspect because there are several situations where the use of the system may not be mandatory. These researchers instead suggest replacing system use with system usefulness. Based on empirical data and literature the model was updated in 2003 to address research that had been conducted in the ten years since it was developed (Petter, DeLone & McLean, 2008). Changes made to the model include dividing quality into 3 aspects, that is, information quality, system quality and service quality. Intention to use was added to the model. Organizational and individual impact was replaced with net benefit (Halonen, Acton, Golden & Conboy, 2009).

Business needs are constantly changing and new advancements in technology lead to continuous change and development of information systems. Users are also evolving and so are their requirements. Due to this the way in which organizations evaluate HRIS has changed over time. According to Burton-Jones (2011), although the IS Success model has provided valuable information on information system success; it should not be taken as final. He encourages new research to be carried out on IS success theory and measurement. The trend in IS Success research shows that researcher do not use a single theory but tend to incorporate both the Technology Acceptance Theory as well as the DeLone and McLean Model. A study conducted by Zaied (2012) of an integrated success model for evaluating information system success in public sectors used an integrated success model of the two. Shibly (2011) also used a similar approach in his human resources information systems study

## **2.4 Human Resource Information System**

Organizations are constantly looking for ways of effectively managing human capital while providing better services and minimizing costs. Development in computer related technology has strongly impacted the way HR uses information. Large quantities of data can be stored, retrieved and manipulated in a timely manner (Noe et al., 2011). A major concern of HR is HRIS security and privacy. The HR department must develop and document policies to protect data integrity and confidentiality. HRIS should be configured to limit the access of different people based on their position. In addition to promote data accuracy employees should be allowed to review and correct their own information (Gomez–Mejia et al., 2012). People who use and interact with HRIS are divided into three groups; the HR department, line managers and employees (Anderson, 1997). The HR department uses the system to identify vacancies, generate reports and reward management among other HR tasks. Managers from functional units will use the system to manage their teams. Finally employees use the system to manage their personal and contact information as well as request time off. To meet the user requirements HRIS are divided into different modules. These modules include reward administration, recruiting, time and attendance, training and performance management (Bulmash, 2013).

The employee administration module of the HRIS contains basic employee information such as age, gender, hire date, position details and benefit information (Bulmash, 2013). It is an employee database that shows the reporting line and organizational structure. It also includes information relating to transfers and promotions (Jahan, 2014). Other modules within the HRIS are able to access this information for more specific HR queries (Gomez–Mejia et al., 2012). The time and attendance module tracks an employee's

vacation time as well as leave of absence. The company's policy details relating to time off and absence need to be configured for efficiency. It is also a useful way to track absenteeism (Bulmash, 2013). It monitors how employees utilize their time at work. It tracks employee absenteeism, tardiness and attendance (Gomez–Mejia et al., 2012). Other features include viewing of outstanding leave, sending automatic notifications of approved or rejected leave. Leave reports can be generated from this module. It provides details of leave application and the leave calendar (Jahan, 2014).

The performance management module keeps a record of employee performance rating. The dates, goals and comments for each appraisal period are also included (Bulmash, 2013). The performance management process is captured in this module. This includes details of targets set and approval by line managers. Reports relating to performance management may also be generated (Jahan, 2014). The compensation and benefits module contains information relating to the companies compensation and benefits policies. Employees should also be able to view and update their benefit information (Bulmash, 2013). For example addition of a new born to the medical plan. For efficiency the compensation and benefit subsystem should interface with the company's payroll system (Bulmash, 2013). The system automates benefit record keeping with an aim of reducing paperwork, improving data accuracy and reducing administration time. Benefit programs can also provide benefit advice and generate benefit statements (Gomez–Mejia et al., 2012).

The recruitment module contains information on vacant positions such as whether they are regular or part time, in which department they sit as well as how long the position has

been vacant (Bulmash, 2013). In this module hiring requests need to go through a specific process. The system ensures that hiring managers provide all the required information before the request is reviewed by resourcing. The main features of this module are creation of a CV database as well as a database to record interview results (Jahan, 2014). Also known as an applicant tracking program, it stores job applicant information and may also generate hiring data reports (Gomez–Mejia et al., 2012).

The training and development module has information such as employee skills, career aspirations, trainings attended and development activities (Bulmash, 2013). If the system is a standalone product it is usually referred to as a Learning Management System. This is where the employee training records and the training calendar are kept. The system can generate training details reports (Jahan, 2014). E-learning modules use electronic networks to deliver training. This has proven beneficial to companies with staff widely dispersed where traditional training techniques are not practicable (Noe et al., 2011). Zaid (2012) integrated success model for evaluating information systems includes information quality, service quality, ease of use and usefulness.

### **2.4.1 Information Quality**

Information quality refers to the HRIS generating output that is relevant, consistent, useable and accurate in a timely manner (Petter et al., 2008). Characteristics of information quality include accuracy, timeliness, reliability and relevance (Obeidat, 2012). HR information is usually sensitive and confidential and forms the basis of important management decisions. Failure of HRIS to provide reliable information may lead to serious consequences. According to Shibly (2011) the purpose of HRIS is to

provide management with quality information to support decision making. It is therefore required to assist managers to perform their jobs. The information provided should be relevant and up to date. It should also be in a format that is easy to interpret so as to increase user satisfaction (Wixom and Todd, 2005). According to Zaied, 2012, information quality can be measured using completeness, understandability, security, availability and accuracy. An example would be the information generated by line managers using the HRIS relating to their direct reports, this can include salary information or performance reviews.

#### **2.4.2 Service Quality**

According to DeLone & McLean, 2003 this is defined as “measuring the quality of the information technology department or organizations, as opposed to individual IT applications, by measuring and comparing users’ expectations against their perceptions of the service provided by the IT department”. Service quality is a measure of the support that is offered to the users of the system (Urbach & Mueller, 2012). This applies regardless of whether the support is given by company employees or third party providers. In the case of HRIS the support may be given by internal HR, IT or even a third party providers. User support includes providing users with adequate training when they join the organization as well as periodic refreshers as need be. Additional support can be given using a helpdesk or hotline number. Service quality seeks to measure whether the service level experienced meets the user’s expectations. Measures of this include reliability, availability and functionality (Zaied, 2012).

### **2.4.3 Ease of Use**

In the context of information system use it refers to the ability of the user to adapt and learn to use new technology with little effort. The elements related to this are simplicity and how easy the system is to navigate (Zaied, 2012). This is the extent to which an individual believes that they will be able to successfully use the system without having to put a lot of effort (Davis, 1989). Venkatesh and Davis (1996) emphasize the importance of ease of use in the TAM. They observed that in the past users did not embrace technology because technology introduced was difficult to use and had poor user interface design. According to Bandura (1982) perceived ease of use is similar to self-efficacy. He defines self-efficacy as a judgment of how well one can complete tasks that are required to manage particular scenarios. He stated that self-efficacy as well as outcome judgment should be considered jointly when predicting behavior. Outcome judgment was considered to be similar to perceived usefulness. It was defined as the extent to which the completion of a particular behavior is related to valued results (Chattur, 2009).

### **2.4.4 Usefulness**

This is the perception that using the technology will have a positive impact on the way an individual performs their duties. Based on previous studies this can be measured using performance and productivity (Zaied, 2012). Davis (1989) defines perceived usefulness as “the degree to which a person believes that using a HRIS would enhance his or her performance within an organizational setting”. For an individual to use a HRIS they are motivated by the additional benefits the system will provide when performing their tasks (Shibly, 2011). Prior to the Technology Acceptance Model research had been done into the relationship between perceived usefulness and system usage. This includes studies

conducted by Schultz and Slevin (1975) as well as Robey (1979). These studies confirmed the link between the two.

Perceived usefulness affects individual attitude towards the system. If a system is not perceived as useful the user will not be motivated to use it. Perceived usefulness is interrelated to perceived ease of use. A system may be seen as useful but if using the system proves to be difficult the intended user of the system may choose not to use it (Bradley, 2009). Swanson (1982) established a link between the perceived quality of information and the related cost of access. In this scenario quality of information is similar to perceived usefulness while the related cost of access was found to be similar to perceived ease of use (Chattur, 2009). A study conducted by Al-Mobaideen et al, 2012 concluded that perceived usefulness and perceived ease of use had no impact on adoption of HRIS. Only the IT infrastructure was seen to influence the adoption of HRIS at that organization. This study therefore does not support the Technology Acceptance Model. On the other hand (Park, 2009), through a study focusing on the analysis of the TAM in understanding university student's behavioral intention to use e-learning, confirmed that the concepts of perceived ease of use and perceived usefulness stipulated by the Technology Acceptance Model helped to explain and understand the behavioral intention of student to use e-learning. These findings are similar to earlier studies conducted by (Lee, Cheung, & Chen, 2005) on the acceptance of internet based learning medium.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the methods and procedures that were used to collect information. It highlights the research design, methodology, target population, sample design and the data collection tools that were used.

### **3.2 Research Design**

For this study a descriptive research design was used. This type of research design uses observation to collect data. This observation can take various forms for example questionnaires, interviews and recordings (Walliman, 2011). According to Saunders (2007) the purpose of descriptive research design is to generate an accurate representation of individuals or situations. Descriptive research is concerned with finding out how, what and where of a phenomenon (Cooper & Schindler, 2003). Descriptive research was selected for the study because the method allows fact finding. This research design also allows the collection of qualitative data that would be used to identify patterns and trends.

### **3.3 Population**

According to Walliman (2011) a population in research does not only refer to people. It is the total quantity of things being studied for example people, objects and organizations. It is a set of people, groups, events or items being investigated (Ngechu, 2004). Although Kenya Breweries Ltd is part of the larger East African Breweries Ltd, the study focused on the employees based at in Kenya at the Ruaraka offices. Kenya Breweries Limited has 464 employees. They can be categorized into 3 main levels namely senior level, supervisors and other staff. All employees have access to the company's HRIS and are



required to use it to manage their information. The study population therefore consisted of all 464 employees.

### 3.4 Sample Design

Stratified random sampling was used to ensure that sufficient data was collected from each of the three management levels. Employees at all three levels based in the Ruaraka, Kenya offices were randomly selected. In this study a target sample population of 20% was used.

**Table 3.1: Sample Design**

<b>Level</b>	<b>Population</b>	<b>Sample Frame</b>
Senior	93	19
Supervisors	160	32
Other	211	43
<b>Total</b>	<b>464</b>	<b>94</b>

**Source, KBL**

### 3.5 Data Collection

The study used primary data that was collected using questionnaires. The questionnaire was divided into two sections. The first section was for collecting the respondent's personal information. The second section collected data on the perceived effectiveness of HRIS. Two methods were used to distribute the questionnaires. A set of questionnaires was physically given to the targeted population. These were picked up once respondents had been given sufficient time to answer all the questions. A number of questionnaires

were sent by email to the staff that operate machines and to those that work in the field. This is because they were not easily accessible.

### **3.6 Data Analysis**

The data collected was checked for completeness and consistency. It was coded and descriptive statistics was used to describe the basic characteristics of the data. The data was analyzed using the mean as a measure of central tendency. The data was presented using charts, distribution tables and percentages.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS & DISCUSSION**

### **4.1 Introduction**

This chapter presents the analysis and interpretation of data collected from the field on the perceived effectiveness of human resource information systems at Kenya Breweries Ltd. The first section presents the analysis of the response rate as well as the population's demographic characteristics. The second section presents a detailed analysis of the respondents' responses to research questions on the perceived effectiveness of human resource information systems at Kenya Breweries Ltd.

### **4.2 Response Rate of Respondents**

A total of 120 questionnaires were distributed to employees of Kenya Breweries Ltd. 102 questionnaires were returned duly filled. This represents a response rate of 85%. The researcher considered this adequate for the study and proceeded with the analysis.

**Table 4.1: Response Rate**

<b>Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	102	85%
Not Responded	18	15%
<b>Total</b>	<b>120</b>	<b>100%</b>

**Source, Research Data 2017**

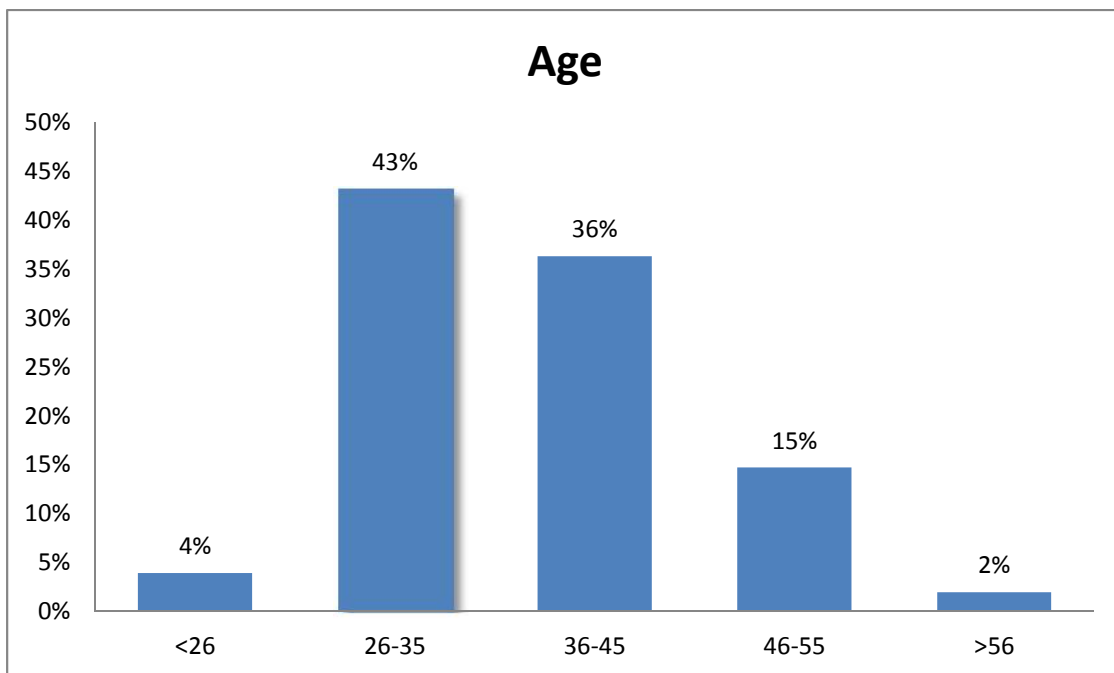
### **4.3 Demographic Characteristics of Respondents**

This section sought data on the respondents' demographic characteristics. This includes their age, gender, level and length of service.

### 4.3.1 Age

The study sought to establish the age distribution of the respondents. The details are presented in the figure below. As indicated in Figure 4.1 43% of respondents were between the age of 26 and 35 years. 36% of the respondents were between the age of 36 and 45 years. 15% were between 46 and 55 years. The smallest percentages were those 25 years and below as well as those above 55 years. They represented 4% and 2% respectively. The organization has a young population.

**Figure 4.1: Age**



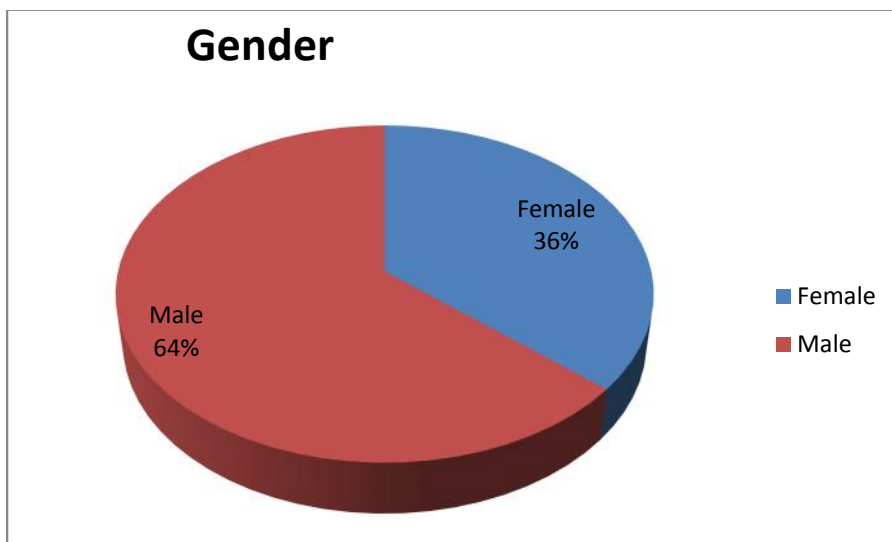
Source, Research Data 2017

### 4.3.2 Gender

The study sought to find out the gender distribution of the respondents. The questionnaire was distributed to both male and female respondents randomly. The findings are presented below. As indicated in Figure 4.2, the majority of the respondents were male

representing 64% of the respondents. The female population was only 36%. The high number of males as compared to the female population reflects technical requirements of the organization. The organization being in the manufacturing industry has a high number of positions where employees are required to operate machinery. These positions include among others mechanical and electrical technician/engineering. In Kenya this field is more popular with the male population than the female population.

**Figure 4.2: Gender**



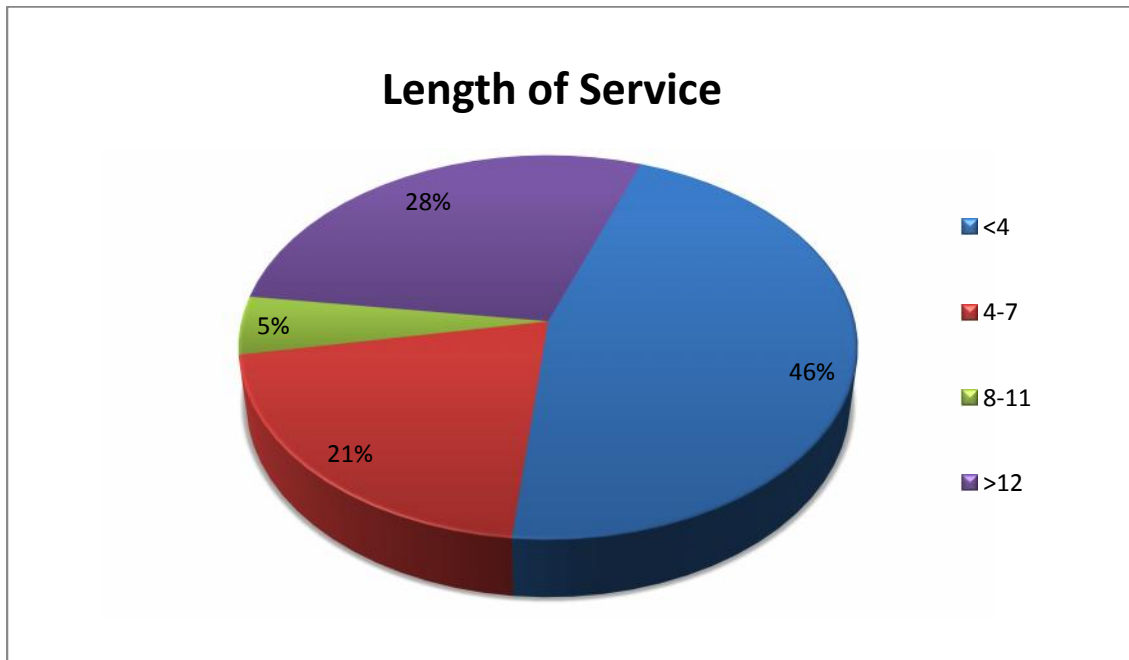
Source, Research Data 2017

### **4.3.3 Length of Service**

The respondents were asked to indicate how long they had worked for the organization. The findings are presented below. According to Figure 4.3 the majority of respondents, 46%, have worked for KBL for less than four years. 28% of the respondents have worked for the organization for more than 12 years. 21% of respondents have worked for the organization for between 4 and 7 years. The lowest percentage is those who have worked for the organization for between 8 and 11 years. From the findings it is clear that most

respondents have not worked for the organization for long. This could be attributed to the fact that the organization has a large young population that has not been in the job market for long. In addition lack of organization loyalty and job hopping is more common among younger employees as compared to their older counterparts. The significant number of employees that have chosen to remain with the company for more than 12 years could be attributed to company initiatives such as long service awards common among many multinationals.

**Figure 4.3: Length of Service**



Source, Research Data 2017

#### **4.3.4 Management Level of Respondents**

The study sought to establish the management level of the respondents of the study to determine whether it was a true reflection of the organization's population. It is important that all management levels were represented in the study. The organization management

levels can be categorized into 3 broad categories, that is, Senior, Supervisors and Others. Details of the findings are represented in the table below.

**Table 4.2 Management Level**

<b>Management Level</b>	<b>Frequency of Respondents</b>	<b>Percentage</b>
Senior	19	19%
Supervisory	32	31%
Other	51	50%
<b>Total</b>	<b>102</b>	<b>100%</b>

**Source, Research Data 2017**

The findings presented in Table 4.2 show that the highest number of respondents are under the other category. They represent 50% of the respondent population. 31% of respondents were supervisors while 19% of the respondents were senior managers. The findings reflect management level of the population. The majority of employees at the organization are in the other category while the smallest percentage of employees are under the senior category. In addition the response rate from the other category was higher than the response rate at the senior management level.

#### **4.4 Perceived Effectiveness of Human Resource Information Systems**

This section provides an analysis of the perceived effectiveness of HRIS at Kenya Breweries Ltd. Effectiveness was measured in several areas i.e. information quality, service quality, ease of use and usefulness. Respondents were asked to indicate the extent

to which they agreed with a statement based on a 5 scale system where 1 is strongly disagreed, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. The mean scores were compiled and used to measure central tendency while standard deviation was used to measure variability. Interpretation of the mean results was done as follows, < 1.5 implies strongly disagree, 1.5 – 2.5 implies disagree, 2.5 – 3.5 implies neutral, 3.5 – 4.5 implies agree and > implies strongly agree. A standard deviation score of < 1 shows consensus as there is no significant variance while a score of > 1.5 implies lack of consensus as the variance is high.

#### 4.4.1 Information Quality

Respondents were asked whether the HRIS in the organization provided timely information, accurate information, clear information, sufficient information, presented information in a useful format, met the employee’s need and whether the information was relevant. The results are shown in table 4.3 below.

**Table 4.3: Information Quality**

<b>Factors</b>	<b>Mean</b>	<b>Standard Deviation</b>
The HRIS in my organization provides timely information.	4.5	0.69
The HRIS in my organization provides accurate information.	4.2	0.78
The HRIS in my organization provides clear information.	4.4	0.60
The HRIS in my organization provides sufficient information.	4.2	0.85
The HRIS in my organization presents information in a useful format.	4.1	0.75



The information provided by the HRIS in my organization meets my needs.	4.4	0.62
The information provided by the HRIS in my organization is relevant.	4.4	0.63
<b>Average Mean / Standard Deviation</b>	<b>4.3</b>	<b>0.70</b>

**Source, Research Data 2017**

The results on table 4.3 show that respondents agreed that the organization’s HRIS provided timely information. The mean score was 4.5. They agreed that the organization’s HRIS provided accurate and clear information. The mean score was 4.2 and 4.4 respectively. They also agreed that the organization’s HRIS provided sufficient information receiving a mean score of 4.2. The respondents agreed that the organization’s HRIS presented information in a clear format and that the information met their needs. The mean scores were 4.1 and 4.4 respectively. Finally the respondents agreed that the information provided by the organization was relevant. The statement received a mean score of 4.4. The total average score was 4.3 indicating that the respondents agree that the organization’s HRIS provided quality information.

The standard deviation ranged from 0.6 to 0.85; all questions therefore received a value of below 1 indicating that there was no significant variance in the responses. The standard variation of 0.85 was on whether the HRIS provided sufficient information. The lowest standard deviation of 0.6 was on whether the HRIS provided clear information. The total average standard deviation was 0.7. This indicates that there was overall consensus regarding the results.

From the above analysis it can be concluded that the information generated by the HRIS is timely, accurate, relevant, sufficient displayed in a useful format and meets the needs of the employees in the organization.

#### 4.4.2 Service Quality

To determine the HRIS service quality the respondents were asked whether the organization provided adequate HRIS training to new joiners, whether it provided refresher training to existing employees, if the HRIS support team at the organization was reliable, if the HRIS support team at the organization was reachable, if the HRIS support team understood the nature of their query and if the HRIS support team provided satisfactory solutions to their query. The findings are shown in table 4.4.

**Table 4.4: Service Quality**

<b>Factors</b>	<b>Mean</b>	<b>Standard Deviation</b>
My organization provides adequate HRIS training to new joiners	1.1	0.88
My organization provides refresher HRIS training to existing employees.	1.2	0.88
The HRIS support team at my organization is reliable.	3.1	0.97
The HRIS support team at my organization is reachable.	3.3	1.12
The HRIS support team understands the nature of my queries.	4.1	0.78
The HRIS support team provides satisfactory solutions to my queries.	4.3	0.75
<b>Average Mean / Standard Deviation</b>	<b>2.85</b>	<b>0.90</b>

**Source, Research Data 2017**

As shown in table 4.4 the respondents strongly disagreed that the organization provided adequate training to new joiners receiving an average mean score of 1.1. The respondents also strongly disagreed that the organization provided refresher training to existing employees. The question received an average mean score of 1.2. The respondents were neutral as to whether the HRIS support team at the organization was reliable. It received an average mean score of 3.1. The respondents were also neutral as to whether the HRIS support team was reachable giving it a mean score of 3.3. The respondents agreed that the HRIS support team understood the nature of their query and that they provided a satisfactory solution to their query. The questions received an average mean score of 4.1 and 4.3 respectively. Overall the service quality received a mean score of 2.85 indicating that respondents were neutral.

The standard deviation for the questions ranged from 0.75 to 1.12. The question as to whether the HRIS support team was reachable received the highest mean standard deviation of 1.12 indicating that there was some considerable variance in the responses. The question as to whether the HRIS support team was reliable received a mean standard deviation of 0.97. This indicates that responses to that question had moderate degree of variance. The mean standard deviation was 0.9 which indicates that although there were variances they were not significant.

From the above analysis it can be concluded that the HRIS training provided to both new and existing employees at the organization is not adequate. There was lack of consensus on the reliability and reachability of the HRIS support team resulting in a neutral view of

both. The HRIS support team understands the nature of queries raised by employees and they are able to provide a satisfactory response to these queries.

### 4.4.3 Ease of Use

On the ease of use the respondents were asked whether learning to use the HRIS was easy for them, if they found it easy to get the HRIS to do what they wanted it to do, if they could easily adapt to new features and upgrades, whether the HRIS displayed useful messages and alerts and if the HRIS menus options made system navigation easy. The findings are shown in table 4.5 below.

**Table 4.5: Ease of Use**

<b>Factors</b>	<b>Mean</b>	<b>Standard Deviation</b>
Learning to use the HRIS is easy for me.	2.3	0.89
I find it easy to get the HRIS to do what I want it to do.	2.2	0.84
I easily adapt to new HRIS features and upgrades.	3.0	0.75
The HRIS displays useful messages and alerts when I action tasks.	4.6	0.53
The HRIS menus and options make system navigation easy.	3.0	0.78
<b>Average Mean / Standard Deviation</b>	<b>3.02</b>	<b>0.76</b>

#### **Source, Research Data 2017**

The results in table 4.5 show that the respondents disagreed that learning to use the HRIS was easy. This was given a mean score of 2.3. They also disagreed that it was easy for

them to get the HRIS to do what they wanted it to do, receiving a mean score of 2.2. The respondents were neutral as to whether it was easy to adapt to new features and upgrades. This was given a mean score of 3.0. The respondents on the other hand strongly agreed that the HRIS displayed useful messages and alerts receiving a mean score of 4.6. Finally the respondents were neutral as to whether the menus and options made system navigation easy. This was given a mean score of 3.0. The overall mean score for ease of use was 3.02.

The standard deviation ranged from 0.53 to 0.89 indicating that there was no significant variance. There was a high degree of consensus on whether the HRIS displayed useful messages and alerts. It recorded the lowest standard deviation score of 0.53. Overall the mean standard deviation was 0.76. This indicates overall consensus as it is well below 1.

From the analysis it can be concluded that the HRIS displays useful messages and alerts because the respondents strongly agreed to this question. In addition the question received the lowest mean standard deviation which indicates consensus. It is also not easy to learn to use the HRIS or to get it to do what you would like it to do. Adapting to new HRIS features and navigating the system is does not lean to either side.

#### **4.4.4 Usefulness**

The assess the usefulness of the HRIS the respondents were asked whether the HRIS allowed them to effectively update their personal information, if it allowed them to view their HR information without going through HR, whether the HRIS made performance management tools more effective, if the HRIS made absence and time management more

effective, if the HRIS allowed them to complete HR tasks faster thus providing more time for the their day to day responsibilities and if the HRIS enhanced the quality of their decisions. The results are shown in the table below.

**Table 4.6: Usefulness**

<b>Factors</b>	<b>Mean</b>	<b>Standard Deviation</b>
The HRIS allows me to effectively update my personal information.	4.5	0.56
The HRIS allows me to view my HR information without going through HR.	4.2	0.42
The HRIS makes performance management tools more effective.	2.4	1.34
The HRIS makes absence and time off management more effective.	4.6	0.53
The HRIS allows me to complete HR tasks faster, providing more time for my day to day responsibilities.	3.4	0.56
The HRIS enhances the quality of my decisions.	2.3	0.44
<b>Average Mean / Standard Deviation</b>	<b>3.6</b>	<b>0.64</b>

**Source, Research Data 2017**

The results in table 4.6 indicate that the respondents agreed that the HRIS allowed them to update their personal information effectively. It received a mean score of 4.5. The respondents agreed that the HRIS allowed them to view their HR information without going through HR with a mean score of 4.2. On the other hand the respondents disagreed that the HRIS made performance management tools more effective, receiving a mean

score of 2.4. The respondents strongly agreed that the HRIS made absence and time management more effective with a mean score of 4.6. They were neutral as to whether the HRIS allowed them to complete HR tasks faster, providing more time for their day to day responsibilities. It received a mean score of 3.4. They disagreed that the HRIS enhanced the quality of their decisions, with a mean score of 2.3. The overall average mean score was 3.6. This indicates a neutral view caused by 3 of the questions receiving high mean scores while the other 3 received low mean scores.

The standard variation figures ranged from 0.42 to 1.34 showing that there were some significant variances with some of results. The question as to whether the HRIS allowed employees to view their HR information without going through HR received the lowest standard deviation of 0.42 indicating that there was consensus. The question as to whether the HRIS made performance management tools more effective received the greatest standard deviation of 1.34. Given that the figure is above one this shows that there was lack of consensus. The overall standard deviation was 0.64 which indicates no significant variance overall.

From the analysis it can conclude that the HRIS allows employees to effectively update their personal information and manage their time off and absence tasks. In addition it can be concluded that the HRIS does not enhance the quality of decisions. It also does not make performance management more effective however variance indicates that respondents have diverse views on this characteristic.

#### 4.4.5 HRIS Effectiveness

To assess the HRIS effectiveness the respondents were asked if the HRIS met their HR requirements, if they completed the required HR tasks in the HRIS as opposed to using offline processes, if the HRIS was an important HR tool, if the HRIS adds value to the HR experience and if they are satisfied with using the HRIS. The results are shown in the table below.

**Table 4.7: HRIS Effectiveness**

<b>Factors</b>	<b>Mean</b>	<b>Standard Deviation</b>
HRIS at my organization meets the HR requirements of my area of responsibility.	3.2	1.14
I complete required HR tasks in the HRIS as opposed to using offline processes e.g. via email or hard copies.	3.7	0.64
The HRIS at my organization is an important HR tool.	3.0	0.57
The HRIS at my organization adds value to my HR experience.	3.9	0.81
Overall, I'm satisfied with using the HRIS at my organization.	3.4	1.08
<b>Average Mean / Standard Deviation</b>	<b>3.44</b>	<b>0.85</b>

**Source, Research Data 2017**

The results in table 4.7 indicate that the respondents agreed that the respondents were neutral as to whether the HRIS met the HR requirements of their responsibility. The mean score was 3.2. The respondents agreed that they completed required HR tasks in the HRIS as opposed to using offline processes with a mean score of 3.7. The respondents



were neutral as to the HRIS being an important HR tool. It scored a mean score of 3. The respondents agreed that the HRIS added value to their HR experience, with a mean score of 3.9. The respondents were neutral when asked whether overall they were satisfied with using the HRIS. It scored a mean score of 3.4. The mean score for all the questions was 3.44 indicating that overall respondents were neutral on the HRIS effectiveness.

The standard deviation ranged from 0.57 to 1.14. This indicates that there was some variance for some of the questions. There was high consensus as to whether the HRIS was an important HR tool. In contrast there was significant variance on whether the HRIS met the HR requirements of the employee's area of responsibility. The question received the largest standard deviation of 1.14. The question whether respondents were satisfied overall with the HRIS also recorded a significant variance of 1.08. Overall the mean standard deviation was 0.85.

From the analysis it can be concluded that the HRIS at the organization add value to the HR experience. In addition employees use the HRIS to complete HR tasks as opposed to using hard copy forms and emails. Employees were neutral as to whether the HRIS was an important HR tool as well as whether the HRIS meet the HR requirements of their area of responsibility.

## **4.5 Discussion**

The study sought to assess the perceived effectiveness of human resource information systems at Kenya Breweries Ltd. Based on the analysis it can be concluded that the information generated by the organization's HRIS is of good quality. The information generated is seen as timely, accurate, clear, sufficient, and relevant. It also meets their

needs and is displayed in a useful format. The study shows that HRIS is perceived as generating information of quality that meets the needs of the employees. According to the Delone and McLean IS Model, the quality of the information generated by a system will influence the user's satisfaction (Wixom & Todd, 2005). The information generated should assist managers to perform their task. It should therefore be accurate (Zaied, 2012). The results of this study echoed the results of a study conducted by Ammarhusein (2015) found out that information quality affects user satisfaction and therefore HRIS effectiveness.

The findings related to the service quality varied depending on the aspect. According to Zaied, (2012) elements of service quality include reliability and functionality. The HRIS support team was not for the most part viewed as reliable and reachable which affects the overall perception of effectiveness of the system. In addition the HRIS trainings provided by the organizations were not assessed as adequate. This applies to both new joiner training and refresher training provided to existing employees. The training provided affects user satisfaction and system use. On the other hand the HRIS support team was seen to understand the nature of queries raised. In addition they provide satisfactory solutions to queries. The efficiency of the HRIS support team affects the perception of effectiveness of the HRIS.

Technology that is easy to use will be more readily accepted than one that is not. According to Shibly, (2015) a system can be rejected if it is not easy to use. According to the finding of the study the system was not generally viewed as easy to use although some of its functionalities were reviewed positively. The findings of the study reveal that

the ability to learn to use the HRIS and the ability to make it do what you want it to do is low. Only the aspect that the HRIS generated useful messages and alerts was viewed positively.

The Technology Acceptance Model states that ease of use goes hand in hand with usefulness (Venkatesh & Davis, 1996). In regards to usefulness the HRIS was perceived as useful in updating personal information, time off and viewing HR information. It was however not seen as improving performance management or enhancing the quality of decisions. A HRIS should increase the efficiency of multiple areas of HR. Performance management is a key area of human resources. Lack of effective performance management reduces the effectiveness of the HRIS.

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

### **5.1 Introduction**

This chapter discusses the summary of findings from chapter four. Based on the objective of the study conclusions are drawn and recommendations are made. It then discusses the limitations of the study and recommendations for further studies.

### **5.2 Summary of Findings**

The objective of the study was to determine the perceived effectiveness of HRIS at Kenya Breweries Ltd. The demographic characteristics of the respondents revealed that half of the respondents were from the lower management levels. This is a reflection of the organization; that is senior managers are fewer than individuals in the other management levels. There is a high male population within the organization due to the nature of the organization's business. In addition the study also revealed that most of them were between the age of 26 and 45 years. There was consensus among the respondents on all aspects of information quality. The respondents agreed that the information generated by the HRIS was timely, accurate, sufficient, clear and relevant. They were also in agreement that the information generated by the HRIS was presented in a useful format and that it met their needs. In regards to service quality the respondents were in agreement that the organization did not offer adequate HRIS training to new employees or adequate refresher training to existing employees. The respondents were neutral on whether the HRIS support team was reliable or reachable. There was lack of consensus for those two aspects of service quality with results showing large variances. There was

consensus on the fact that the HRIS support team understood the nature of queries and that they provided satisfactory solutions to queries raised.

The findings of the study revealed that there was consensus among the respondents that learning to use the HRIS and getting the HRIS to do what you wanted it to do was not easy. In contrast the respondents were in strong agreement that the HRIS displayed useful messages and alerts. Adapting to new HRIS features and upgrades as well as the fact that the HRIS menus and options made system navigation received a neutral view with respondents not leaning to either side. The findings of the study revealed that there was consensus that the HRIS allowed respondents to update their personal information and that it allowed them to effectively manage their time off and absence. Overall it was viewed that the HRIS did not make performance management tools more effective. There was however lack of consensus on this aspect with respondents having varying views. According to the findings the respondents the HRIS did not enhance the quality of their decisions. It however made it easier for them to view HR information without having to go through HR.

### **5.3 Conclusion**

According to the study the HRIS at KBL is mainly perceived as effective however there is still need for improvement. The system generates quality information however there is need to improve the data format. The existing HRIS training at the organization is not sufficient for both the new and existing employees. In addition the organization would also benefit if the services provided by HRIS support were made more efficient. The system is perceived as useful for completing a range of HR tasks such as performance

and time-off management. The system is not perceived as easy to use even though it displays useful messages and alerts.

## **5.4 Recommendation**

Based on the study the researcher makes the following recommendations:

The organization should invest in HRIS training for both new and existing employees. New employee training should be included as part of the employee on-boarding process. It should be tailored to the specific role and needs of the user, that is, different training for non-supervisory employees, line managers and the HR team. Refresher trainings should be conducted periodically for existing employees. The training should be organized in different locations to ensure that all employees are taken into consideration.

The HR department should reach out to employees to find out the type of information required by employees that use the system. Once done they should liaise with the HRIS vendor to find out how they can improve the format and quality of the information generated. In addition they should seek ways of simplifying processes so that employees find it easier to navigate and use the system. Finally there is need to invest in customer service training for the HRIS support team so that they can better serve the organization.

## **5.5 Limitations of the Study**

The study focused on the perceived effectiveness of HRIS at Kenya Breweries Ltd. KBL is part of East African Breweries Ltd which has subsidiaries in three countries. All the companies use the same HRIS. Due to financial and logistical limitations the study did

not cover all the companies. It was limited to the employees based at the organizations Ruaraka offices in Nairobi, Kenya.

Although gathering the view of all the employees that work at the organization would have provided the most accurate data. The organization has numerous employees, some of who are located in the field or operate machinery. Due to this as well as other factors such as time the study was limited to 21% of employees.

There are several types of HRIS available to organizations. The type of HRIS used could lead to different responses. The study is therefore limited to the HRIS used at KBL. In addition HRIS cover a large variety of functionalities. It was not possible to include all functionality in the research study. The scope of the study is therefore also a limitation.

## **5.6 Recommendations for Further Studies**

The researcher recommends that further studies be conducted in other organizations. This should include both private and public organizations. Studies should also be conducted on other HRIS functionalities for example compensation & reward or talent management. Further studies should also be done on the factors to consider when selecting a HRIS vendor. This is because the vendor also contributes to the effectiveness of HRIS.

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## APPENDIX 1: QUESTIONNAIRE

### Instructions

Please complete the questionnaire to the best of your knowledge by putting a tick ( ) against your choice of response.

### Section A

1. Respondent's gender

Male

Female

2. Age of respondent

25 years & below

26 - 35 years

36- 45 years

46 -55 years

55 years & above

3. Highest academic qualification

Certificate

Diploma

Bachelor's Degree

Post-Graduate Degree

4. Management Level

SL/ Level 2

Level 3/ Level 4

Level 5

Level 6/Level 7

5. How long have you worked for Kenya Breweries Ltd?

0 to 3 years

4 to 7 years

8 to 11 years

12 years & above

**Section B:**

Please tick inside the appropriate box to indicate the extent to which you agree with the following statements with regard to the perceived effectiveness of human resource information systems. Use the key provided.

- 1. Strongly Disagree    2. Disagree    3. Neutral    4. Agree    5. Strongly Agree**

<b>INFORMATION QUALITY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The HRIS in my organization provides timely information.	1	2	3	4	5
The HRIS in my organization provides accurate information.	1	2	3	4	5
The HRIS in my organization provides clear information.	1	2	3	4	5
The HRIS in my organization provides sufficient information.	1	2	3	4	5
The HRIS in my organization presents information in a useful format.	1	2	3	4	5
The information provided by the HRIS in my organization meets my needs.	1	2	3	4	5
The information provided by the HRIS in my organization is relevant.	1	2	3	4	5
<b>SERVICE QUALITY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My organization provides adequate HRIS training to new joiners	1	2	3	4	5
My organization provides refresher HRIS training to existing employees.	1	2	3	4	5



The HRIS support team at my organization is reliable.	1	2	3	4	5
The HRIS support team at my organization is reachable.	1	2	3	4	5
The HRIS support team at my organization understands the nature of my queries.	1	2	3	4	5
The HRIS support team at my organization provides satisfactory solutions to my queries.	1	2	3	4	5
<b>EASE OF USE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Learning to use the HRIS at my organization is easy for me.	1	2	3	4	5
I find it easy to get the HRIS at my organization to do what I want it to do.	1	2	3	4	5
I easily adapt to new HRIS at my organization features and upgrades.	1	2	3	4	5
The HRIS at my organization displays useful messages and alerts when I action tasks.	1	2	3	4	5
The HRIS menus and options make system navigation easy.	1	2	3	4	5
<b>USEFULNESS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The HRIS at my organization allows me to effectively update my personal information.	1	2	3	4	5
The HRIS at my organization allows me to view my HR information without going through HR.	1	2	3	4	5
The HRIS at my organization makes performance management tools more effective.	1	2	3	4	5

The HRIS at my organization makes absence and time off management more effective.	1	2	3	4	5
The HRIS at my organization allows me to complete HR tasks faster, providing more time for my day to day responsibilities.	1	2	3	4	5
The HRIS at my organization enhances the quality of my decisions.	1	2	3	4	5
<b>HRIS EFFECTIVENESS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
HRIS at my organization meets the HR requirements of my area of responsibility.	1	2	3	4	5
I complete required HR tasks in the HRIS as opposed to using offline processes e.g. via email or hard copies.	1	2	3	4	5
The HRIS at my organization is an important HR tool.	1	2	3	4	5
The HRIS at my organization adds value to my HR experience.	1	2	3	4	5
Overall, I'm satisfied with using the HRIS at my organization.	1	2	3	4	5

Thank you for your time and cooperation.