APPLICATION OF HUMAN RESOURCE INFORMATION SYSTEM AT INDEPENDENT ELECTORAL AND BOUNDARIES COMMISSION IN KENYA

BY

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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

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DEDICATION

I dedicate this work to my family and all those who supported me in the completion of this project.

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LIST OF ABBREVIATIONS AND ACRONYMS

AST   Adaptive Structuration Theory

COTU   Central Organization of Trade Unions

ECK   Electoral Commission of Kenya

FDIs   Foreign Direct Investors

GDP   Gross Domestic Product

HR   Human Resource

HRIS   Human Resource Management Information

ICT   Information Communication Technology

IEBC   Independent Electoral and Boundaries Commission

IT   Information Technology

RBV   Resource Based View

ABSTRACT

The study sought to establish the extent of application of Human Resource Information System at Independent Electoral and Boundaries Commission, Kenya. The research adopted case study methodology. Primary data was put to use for this study and gathered through the interviews guide. Content analysis was most helpful in analysis the information. The findings indicate that usage of HRIS was for the purpose of accessing the Human resource capability and demand forecasting of the human resource. By the fact that it incorporates Skills inventory, performance appraisal system and discipline management HRIS is used in human resource capability. Also HRIS has demand forecasting on the HR department because the staff establishment is inbuilt in the system, making it easy to know the human capital at any given time. HRIS is used in human resource supply forecasting as all the respondents were in agreement with the following status. The fact that, HRIS is applied in the screening criteria of application, the respondents were in agreement that the system provides an online application criterion for applicants. But, the system does the shortlisting process in the application area. HRIS has improved the recruitment process and selection process. This is because, application and selection process is efficient, effective and cost effective. Information generated by HRIS for the employees has not affected the salary appraisal of the employees neither has it influenced the effectiveness of promotion decisions. This is because HRIS does not actively influence both factors. The board of governance are the one responsible for making decisions related to salary appraisal or the performance of employees. The HRIS is responsible for the planning and setting performance of the employees. The system also monitors all the functions done by the employees. The HRIS is not designed as a reward system but as a recruitment system. Lastly, the research addressed the issue of impact of HRIS at IEBC and the challenges that hinders the usage of HRIS at IEBC. Evaluating on the impacts, the research noted that only the positive impacts were as a result of HRIS. They include the shortening of the tiresome processes of application. Effectiveness and efficiency in the recruitment process and reduction of cost in the recruitment and evaluation processes. The challenges faced by IEBC usage of HRIS is inadequate resources, computer illiteracy, adaptability by the employers among others. The study therefore, concludes that HRIS is applied to a greater extent in the IEBC. Mostly its application is noted in the recruitment process. This indicates that the HR department in the IEBC was facing intense challenges in the process of recruitment. By the introduction of HRIS, efficiency in cost and also service providence is improved in the recruitment process. According to the findings of the study, the following recommendations should be put in place; IEBC should come up with ways or risk management strategies to address the factors which have hindered the effectiveness of application of HRIS. The study should also address the issues of employee performance after before and after the introduction of HRIS. So as to determine if the application of HRIS has improved the performance of the employees or not.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In modern day business environment, the organizational success is largely determined by their human resources performance (Uysal & Koca, 2009). For in the modern day dynamic world, organizations ought to make best use of the productivity of every resource– physical, financial, information, time as well as human. Organizations seek to enhance human resources performance through integration of its service with the human resource management information system. HRIS is today employed not merely for administrative reasons but similarly for strategic as well as the decision-making purpose in business (Ngai & Wat, 2006).

Increasingly organizations are installing an HRIS to dynamically facilitate their HR management as well as their business management (Beulen, 2009). It is key for organizations to have vastly experienced human capital to give them competitive advantage. Hence, an efficient HR management of in an organization is to achieve advantage in the marketplace that demands appropriate as well as correct information on present staff as well as likely staff within the workforce market. With the dynamic universe and advancement of new technology, meeting this information necessity turns out to be significant. HR managers ought to be cognizant that technological change will not simply enhance the quality of staff information, but will similarly have a significant impact on the general organizational effectiveness.

This study hinged on the theory of resource based perspective and adaptive structuration Theory. The main tenet of RBV is that performance of the organizational depends on its resources. When this perspective was used to evaluate the influence of information technology, IT is regarded as a resource of the organization that could possibly increase organizational competences. Adaptive Structuration Theory is a perspective for reviewing the function of advanced information technologies towards change in an organizational. The perspective attempted to describe the kinds of frameworks that are brought about by advanced technologies and the frameworks that really come up in human undertaking as individuals work together with these technologies.

The Independent Electoral and Boundaries Commission is mandated by the constitution to conduct free and fair elections in Kenya. The results of any election should reflect the will of the people. Conversely, the body will lose the trust of voters causing tensions during the elections period. The economic impact on elections can be viewed in two ways; change in employment rates and inflation rate. Political instability during elections period adversely affect the Foreign Direct Investors and domestic investors. Investors tend to be risk averse by closing down their investments rendering people unemployed, disposable income decreases and eventually the Gross Domestic Product of the economy falls. On the other hand, inflation is experienced when the economy is stable and the people have more income to spend. They buy more goods than the production sector can supply pushing the prices upwards since the price of goods and services cannot be controlled by the government in a liberalized economy.

1.1.1 Human Resource Information System

Ngai and Wat (2006) defined HRIS as software platforms that attend to HR necessities regarding planning, staff information access as well as company regulatory compliance. The software helps in obtaining, storing, manipulating, analyzing, retrieving as well as dispersing information regarding human resources of an organization. HRIS integrates many systems as well as processes so that there can be ease in management of organization's staff as well as data. These systems can handle everything from payroll to performance assessment, encompassing the entire business (Kristine & Wiblen, 2012). An integrated HRIS is a database used by every HR function that offers shared language as well as incorporates all HR services. The HR functions include: employee recruitment, employee selection, orientation and development. HRIS enhances convention processes as well as strategic decision making.

Human Resource Information Systems are becoming among the key tools for a number of businesses. Due to the efficiency of HRIS, the systems can deliver more efficient as well as speedier results than can be carried out theoretically. Organizations introduce the system to enable them minimize costs as well as gives more information to staff in a swift as well as more productive manner (Ngai & Wat, 2006). Particularly in hard economic periods, it is key for organizations to be more effective in all segments of their operations; not excluding human resources. Present systems encompass a series of activities regarding Human Resources departments, comprising tracking as well as enhancing process effectiveness, managing hierarchy in an organizational as well as streamlining financial transactions of every sort. In summary, as the Human Resources

departments functions increased in difficulty, HRIS was advanced to meet these needs. The performance of HRIS is measured to find out if the HR information system has achieved the set objectives as well as if the system is being utilized to its maximum capacity (Kristine & Wiblen, 2012). However, measuring the efficiency of HRIS is a major challenge to management team of an organization because it does not have a standardized measure.

1.1.2 Human Resources Information System and Human Resource Practices

Human Resource Practices are easy methods employed in managing individuals (Armstrong, 2010). The HRM practices as indicated by Dessler and Al Ariss (2012) include: as complicated selection means, evaluation, training, cooperation, communications, empowerment, performance associated compensation as well as job security. In this study, HRIS were found to have a relationship with HR practices. It was found that recruitment, selection, training, development, communication and performance appraisal as dimensions of HRIS were linked to HR practice (Gupta, 2013). HRIS offers distinctive advantage to the organization by automating various HR functions. These functions include: Cost control, strategic planning, decision making and HR planning.

Many researches have been carried on the application of Information Systems on HR practices (Marescaux, De Winne and Sels, 2012). The survey findings show that the HR specialists perceive HRIS as an enabling technology that they have integrated in many HR practices. These practices include: HR planning, recruitment and staff selection,

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orientation and staff training, communication, managing compensation as well as safeguarding staff commitment. Human resource management practice is an extensive formed function in an organizations management structure. By way of this task the organization achieves its role of being a good employer; seeks out to safeguard employee commitment; and improves as well as manages staff to maximize their productivity and ensuring that the organization achieves its vision as well as mission. The necessity to react to dynamic environment implies that better staff managing is more significant than before and it is by a new focus on staff management that a customer service as well as performance based culture slowly develops.

Human Resource Planning (HRP) is one of the important practices supported by HRIS. Similarly referred to as employment planning, HRP is a tool that ensures employees have the right skills required to meet the organization's goals and objective. It involves forecasting on labor demand and review of strategic and tactical plans. Other key practices include: orientation, training, development, recruitment, selection and performance appraisal.

The present competitive business environment requires utilization of modern systems in every organization. In this regard, it is key for human resource practices to be reviewed by adopting the Human Resources Management Information Systems so as to improve the quality on the tasks performed by the human resources manager. Conversely, the capability the human resource management practices meeting the set goals will be

minimal. Hence for faster and easy achievement of organization objectives, it is necessary to embrace Human Resources Management Information Systems.

1.1.3 Independent Electoral and Boundaries Commission

The Independent Electoral and Boundaries Commission is an independent organization that was established in 2011 by the Constitution of Kenya. The Commission is in charge of leading or regulating referenda as well as polls to any elective agency or office set up by the Constitution, and whatever other races elections as recommended by an Act of Parliament. It was made in an arrangement of the 2010 constitution and the Independent Electoral and Boundaries Commission Act. Its role entails; the constant voter registration as well as voter's roll modification, the demarcation of constituencies as well as regions, the control of political parties activities, electoral disputes resolutions, the registering elections contenders, the development of a regulations for contenders as well as parties, observing, monitoring as well as assessing polls, educating voters, the control of funds used by a contestants or party regarding any election, the checking of adherence to legislation about candidates nomination by parties (IEBC, 2017).

The electoral structure in Kenya is such that elections are conducted after a five -year term. The election process conducted in Kenya has for long been manual, outdated and time consuming. Accountability, transparency, inaccuracies, missing forms, late submissions and announcement of results are just but a few of the issues that have dogged the Electoral Commission of Kenya, whose mandate was to oversee the election process in the country. A need arose to replace the old systems with automated ones and

a change of management to overcome the problems and incidents such as witnessed during the period of the post - election violence. A HRIS was also adopted by the IEBC to manage human resource. An efficient HRIS offers information on nearly everything the organization wants to trail and assess staff, former staff as well as applicants.

1.2 Research Problem

The application of information technology in human resource is on the increase due to factors such as global trend and need to improve performance and efficiency of employees and managers. Ngai and Wat (2006) describe human resource information systems as software that links the human resource management functions and information technology. HRIS integrates all HR services such as data entry, tracking as well as storage of human resource requirements, workforce, training, management as well as accounting function of an organization. HRIS provides human resource specialists with sufficient time necessary to focus their energy towards more organizational key as well as strategic level functions, for instance talent management and enhancement of leadership. HRIS gives the HR an opportunity to perform a more strategic function, by way of their capabilities to create measures which can be employed in facilitating strategic decision-making (Kristine & Wiblen, 2012).

Technological advancement in organizations have improved the cost efficiency and minimized the risks of human resource management systems. Technological human resource management services such as payroll system, interactive company management system and appraisal systems aim at relieving human resource workload. By way of

utilization of human resource management information system, IEBC human resource department formed in 2011, has realized its benefits such as automated daily human resource work process and management services. This decreases the body activities workloads hence minimizing costs while increasing efficiency. With the use of HRIS, the human resource manager can efficiently manage employees' payroll, trace and record the contributions of staff to the organization and identify potential candidates for vacant positions through online application and interviews.

Numerous researches have given the field understandings into the human resource practice and HRIS. International studies include: In Australia, Doherty and Horne (2002) suggested a number of structures for enhancing effectiveness of human resource management information system implementation whereas Salmela, Lederer, and Repoen, (2007) examined actual human resource management information system planning practices in a turbulent environment in America. Khushbu (2013) carried out a research on the importance of HRIS in service sector in Delhi. The research consisted of 72 respondents in human resource department for organizations in service sector. The conclusion showed that HRIS has numerous benefits including; serving as database for several human resource tasks for instance performance evaluation, resource planning, training as well as development. Generally, HRIS helps in managing various tasks of HR department efficiently and effectively.

Local studies in relation to human resource information system include: Kariuki (2009) who conducted a study on human resource information system, human resource practices

and corporate strategy. Waema (2009) investigated the application of the human resource management systems in Kenyan local authorities and indicated that adoption of appropriate technology would enhance the effectiveness of such systems. Kinyua (2012) studied the challenges faced by Kenyan government institutions in the application of Human Resource Management Information Systems.

The study concluded that the main obstacle of execution of human resource management information system is information communication technology use in Kenyan state corporations. Aruwa (2016) studied the extent of adoption of electronic human resource management in Kenya Commercial Bank. The study findings established that Kenya Commercial Bank had increased their corporate online job advertisements on their websites as well as internet job panels, online curriculum vitae databases. The study concluded that performance appraisal process is planned at the bank and this has allowed feedback to be given in a formal way as opposed to informal way. The mentioned studies did not explore Human Resource Information System with respect to IEBC hence the knowledge gap. This research therefore, sought to provide answers to the question: what was the degree of application of Human Resource Information System at Independent Electoral and Boundaries Commission, Kenya?

1.3 Research Objective

The study sought to establish the extent of application of Human Resource Information System at Independent Electoral and Boundaries Commission, Kenya.

1.4 Value of the Study

This research was of positive impact to the management as well as staff of Independent Electoral and Boundaries Commission in understanding how human resource information system enhances humane resource practice. The findings of the study provided invaluable insight on the merits and demerits of Human Resource Information System to an organization. A positive impact in the findings indicated that managers should adopt Human Resource Information System.

Policy makers are usually knowledgeable by study findings that sought to investigate a phenomenon or address an existing knowledge gap. The findings and recommendations of this study enhanced effectiveness of policy decisions made by policy makers. The Government of Kenya, Ministry of Labor, Central Organization of Trade Unions and the industry policy makers were able to make informed policy adjustments either in terms of policy changes such as human resource development, recruitment and selection and human resource planning.

Finally, the study findings obtained from evaluating the extent of application of human resource information system on human resource practices was an additional of knowledge on human resource management. It was therefore, useful as an academic reference material for academic scholars and researchers. The study further shaded more light on whether human resource information system is maintained or opposed. This encompassed the literature that was reviewed for further studies hence offering a basis of advancement of new concepts.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contained a review of literature relating to the use of human resource information systems in human resource management as presented by various researchers. The chapter contained a theoretical review, a look into human resource information systems and human resource practice and a review of empirical studies.

2.2 Theoretical Foundation

This research was directed by the Resource-Based View as well as the Adaptive Structuration Theory. RBV explained that an organization's performance was influenced by the resources it possesses.

2.2.1 Resource-Based View

RBV similarly referred to Resource Advantage Concept emerged from the work of Barney's (1991) on Firm Resources and Sustained Competitive advantage. Penrose (1959) and Demstez (1973) did a research that acknowledged the importance of organizational specific resources to firm success. Therefore, RBV originated from this research. Further research has significantly led to its advancement (Barney, 1996, Grant 2002). The Resource Based View proposes that viable greater performance as well as competitive edge of every organization is attributed to the buildup as well as use of resources, managerial adoptions, market inadequacies as well as strategic industry aspects (Dharanaj & Beamish, 2003).

The Resource Based View views firms as a combination of skills, resource and capabilities. The acquisition, integration and utilization of resources and capabilities are expected to influence the performance of firms. These resources are expected to be uncommon, incomparable, valued as well as non-substitutable (Grant, 1991).

It similarly indicates that performance of organization as well as behavior is determined by its particular aspects rather than market configurations and organizations seek to recognize, obtain, exploit, use as well as safeguard its unique, valued, inimitable as well as irreplaceable resources, abilities as well as copyrighted resources (Dhanaraj and Beamish, 2003; Tseng et al., 2007; Barney, 1991).

This theory explains the need of a firm to protect its internal resources for the reason of achieving a competitive edge above its rivals. Human resource is one such resource that remains important to the firm. A unique, above the board human resource can give a firm the much needed competitive advantage. RBV is a framework for understanding strategic management of a firm. This theory has been criticized for various weaknesses. Simatupang (2013) explains several critics on RBV. First, the recourse-based view has no managerial consequences, it suggests endless retrogress, its application is too narrow, sustained competitive edge is not attainable, the resource value is too indeterminate to offer a valuable concept and its meaning is not clear to work with.

2.2.2 Adaptive Structuration Theory

Adaptive Structuration Concept was founded by DeSanctis and Poole in 1994. The theory undertakes that information systems and establishments are interconnected. Adaptive Structuration Concept is important to modern establishments because of the effects of technological advancements more so human-computer interaction aspect of Adaptive Structural Theory and the effects on socio-biological motivated structuration in security software applications (DeSanctis and Poole, 1994). The adoption of HRIS in human resource management practices can introduce efficiency and effectiveness in the recruitment, selection, appraisal, compensation and reward, and communication practices giving the IEBC an advantage.

Adaptive Structural Theory considers organizations as networks of communication. Individuals can initiate a group through communication. The expectations of every member of the group are expressed and as soon as rules are set or the framework begins to emerge (DeSanctis and Poole, 1994).

This theory reveals how groups can undergo transformations while maintaining stability. Assuredly, in the absence of communication, organizations will disappear. This theory, however, is not based on ethical assumptions. This theory was intended for theoretical research rather than its use in methodology. Firms and groups making use of information technology actively develop views concerning the part played and the usefulness of technology and the way of integrating it to their daily duties. These views differ from one group to another and have an effect on the manner in which the managing of human resources is embraced thus, its impact on performance at the IEBC.

2.3 Human Resource Information Systems and Human Resource Practices

Human resource management is concerned with the processes as well as mode of operation that entrails the human resource component in establishments (Dessler & Al-Ariss, 2012). Such modes of operation ought to be linked to the entire strategy of the business. Human Resource Practices are easy methods employed in managing individuals (Armstrong, 2010). The HRM practices as indicated by Dessler and Al- Ariss (2012) include: refined selection techniques, evaluation, training, cooperation, communications, empowerment, and performance linked compensation as well as job security. HRIS integrates several systems as well as procedures so that there can be ease in managing staff as well as data.

The incorporation of information technology to the field of human resource has transformed the modern place of work. The capacity of HR specialists is now enhanced in a way that they don't simply collect information, but similarly keep as well as regain it in an appropriate as well as efficient way (Sadiq, Khan, Ikhlaq, & Mujitaba, 2012). By this, efficiency as well as effectiveness of organizations' management functions have been enhanced. The advanced tools have similarly offered prospects for higher stress levels for younger as well as older staff (Mujtaba, Afza, & Habib, 2011), dishonorable inducements as well as behaviors and opportunities towards enhanced leadership methods.

The justification for implementation of HRIS ranges from one organization to the other. While a number employ it for costs reduction, others to enhance superior communication, others employ it in re-orientation of HR processes to enhance strategic contribution of a division (Parry, Tyson, Selbie, & Leighton, 2007). HRIS offers strategic data for management that aids in staffing as well as retaining strategies. The data obtained aids the management with instrument for decision making (Sadiq, Khan, Ikhlaq, & Mujitaba, 2012). According to Bartai (2014) though, the use of HRIS as a strategic tool has not been explored in many organizations and they use it only as an administrative tool.

2.3.1 HRIS and Recruitment and Selection

Recruitment entails searching for likely candidates suitable for the unoccupied slots whereas selection is the procedure by which applicant's skills, qualifications as well as employment requirements are evaluated to match the qualities for the open position Dessler et al., (2012). HRIS is one of the strongest modules that defines a successful organization and Recruitment and selection are the key functions carried out by the Human Resource department. Information systems have enabled organizations to have a detailed tool to manage recruitment and selection of employees.

Recruitment and selection should always be a collaborative process. The process has become less cumbersome due to HR Systems Integration. Candidate profiles and applications are viewed on the system, feedbacks are done easily and candidates are moved on to the next step in the hiring process (Ritika, 2016). HRIS recruitment features has helped optimize employee satisfaction by helping them to gain greater insight into the

company. However, according to the data collected, HRIS has been of extreme help in filling and keeping employee information after hiring. This has helped to save time and cost.

2.3.2 HRIS and Training and Development

The company's greatest asset is based on satisfied and trained employees. An efficient company depends upon well-developed as well as trained staff. Training is a temporary process whereas development is a long-lasting formal education that entails: induction, training, counselling, performance appraisal and career management (D'Netto & Sohal, 1999). The HRIS has been deployed in training and development so that staff undertake responsibilities they are assigned and that they are competent enough for the job. Training and management systems have been developed so that every training necessities of the company are well controlled. The system has helped managers develop and manage a training schedule according to staff necessity.

However, the implementation of HRIS in the area of training and development depend on a number of factors which could be employee oriented or organizational factors. The system has helped to collect and analyze information based on various parameters like employees' personal information, performance, payment, absenteeism rates, employee development needs, organization culture, etc. Learning Management System is an important tool under training and development that has helped to increase the effectiveness of training hence minimizing training cost and resources. Ritika (2016) LMS has helped to manage the documents needed in the training process. Research

shows that most organizations provide continuous learning opportunities to reach organization's goals.

2.3.3 HRIS and Performance Appraisal

Performance appraisal is defined as the review, evaluation and documentation of job performance of an employee (Khashman, 2016). Technology has changed numerous elements of human resource management in organizations. The introduction of new HRIS Modules and tools in the past few years has changed performance management in many companies. HRIS has improved the view of employee performance to a progressive approach. It has helped to make performance tracking and management much simpler.

The employee tracking has made it possible for the organization to follow up on employee performance and development. Managers have greatly benefited from using HRIS to give employees feedback on a regular basis by showing employees what has been done well and the areas they should improve.

Employees' actions may not be tied to consequences if performance appraisal is not done well. This is dangerous as it undermines the effectiveness of penalties in employee performance. HRIS has helped to tie employee actions to consequences. It has opened up opportunities to collect feedback of employees from their colleagues and this has given managers a better view of employees' performance. Performance reviews have been easier with the use of HRIS, concrete facts are available in the system and therefore, managers are able to give reviews based on the whole picture of employee's life in the company (Ritika, 2016).

2.3.4 HRIS and Employee Relations

Employee relations is defined as the efforts of an organization to manage interactions between employers and staff. An establishment with sound with employee relations schemes offer just as well as regular treatment to all staff so they will be dedicated to their works as well as devoted to the organization. Such schemes similarly help in averting as well as resolving issues emerging from work situations. At present, employee relations are comprehended as giving emphasis to both single as well as group relationships in the place of work, with an growing focus on aiding line managers build trust-based interactions with staff. A positive environment of employee relations with great extents of employee engagement as well as dedication could possibly enhance outcomes and contribute to welfare of staff (Aylott, 2014).

Employee relations schemes are basically aspect of a human resource strategy intended for ensuring the best way to utilize staff to realize the entity's mission. Human resource strategies are thoughtful programs entities employ to enable them achieve as well as uphold a competitive advantage in the marketplace. Employee relations plans deals with matters of the staff for instance salary and remunerations, supporting work-life balance, and safe working environment. One of the most efficient methods for an organization to safeguard employee relations is to implement a human resource policy that is valuable to staff as participants in the organization. Shareholders are individuals who are dedicated, monetarily or otherwise, to an organization and are influenced by its success or failure. When staff are treated above a merely paid laborers, but as actual participants with the

power of influencing outcomes, they feel more treasured for the work they undertake (Ogbonna & Harris, 2006).

Establishments can buy the best computers on the market, innovative software solutions systems, as well as the best resources for producing first-class goods. As staff utilize the greatest part of their hours of working in the office daily and a number of their days of the week at their bureaus, it's essential that they form some kind of association with coworker as well as management. Without time spent trying to establish a rapport, there's no healthy interrelationships built and there is likely to be a decline in performance as well as productivity. Pleased as well as involved staff produce excellent work (Aylott, 2014).

2.3.5 HRIS and Compliance and Safety

Safety compliance is defined as the state of being consistent with set safety guidelines and regulations, or the procedure of becoming so (Christian et al. 2009). Safety compliance is controlled by safety compliance entities and government statutes, and is supervised by these establishments to ensure compliance with the set guidelines. Every single industry ought to comply with safety guidelines that are applicable to their industry. Safety of workplace is currently among key risk management as well as supervisory compliance elements of focus in a number of universal entities.

Because of this, typical workplace safety compliance structures, which were intended for point solutions at a plant-level, are letting business-wide safety management methods.

Such methods ought to conform to the Occupational Safety and Health Administration (OSHA) Guidelines as well as back the OSHAS 18001 guidelines, while offering business-wide reflectiveness into occurrences as well as trends, corrective undertaking as well as process measures. A number of line managers spur their safety management systems through legal compliance as their standard. No organization or safety expert would wish to run afoul of OSHA or any state or local watchdog. Making legislation as well as all guidelines a standard for the performance of a safety management system is perfectly used (Alli, 2008).

2.3.6 HRIS and Compensation and Benefits

A number of people consider compensation as "what a person is paid". While this is true, it is merely a single aspect of the topic. Compensation does not only comprise salary, but as well the direct and indirect rewards and benefits offered to the employee for their contribution to the organization. Compensation (also referred to as Total Rewards) is therefore entire rewards that an employee's earn in return for their labour (Milkovich, Newman, & Milkovich, 1999). They include direct financial compensation such as pay received as wages, salaries, bonuses and commissions given regularly, indirect financial reward such as rewards not incorporated in direct reward and assumed to be an element of the social agreement between management and staff for instance leaves, benefits, education retirement schemes.

To establish compensation, organizations ought to come up with a compensation and rewards plan. This type of plan provides a framework of an equitable process for

workforce compensating. A program that is well-structured with a proper balance of wages, benefits as well as rewards will keep talented employees on board, bring diverse employees, attract the right talent as well as enhance organization's competitiveness in the present labour market and safeguard future sustainability (Christian et al. 2009). When an organization is considering best compensation programs for their workforce, it looks into what is anticipated, what is appreciated and what is viable financially to the organization.

2.4 Empirical Studies and Knowledge Gaps

Khashman and Khashman (2016) in investigating the influence of HRIS applications on organizational performance in Jordanian private hospitals found a positive relationship. The study examined if HRIS aspects (evaluation, recruitment, selection, performance assessment methods, as well as communications) have a key role in performance of an organization. The population of study included all private hospitals located in Amman which are 39 while the study sample entailed 170 staff deployed in the HR divisions from the private hospitals. The research found that HRIS applications have a direct and positive influence on organizational performance.

In a research on the importance of human resource information systems in facilitating leadership, Methuku and Ramadan (2013) sought to establish the manner in which good leaders implement their leadership strategies; to comprehend the importance of HRIS in their leadership undertakings; and to discourse the importance as well as the development of HRIS in the thoughtful and human based application area. According to the study,

even though HRIS is established for use by everyone, their application centers majorly on HR managerial undertakings. The study finds that actually, the system has no information that can be valuable for them as managers and can control their leadership undertakings minus HRIS.

In 2012, Sadiq, Khan, Ikhlaq, & Mujitaba (2012) explored the influence of information systems on the performance of the HR division. The study sought to address the manner in which technological advancements enabling effectiveness of HR undertakings. The study noted that Human Resource Information System is a prospect for companies to make the HR division managerially as well as strategically involved in organizational operations. A survey comprising of 18 HR leaders from a number of private organizations in Lahore, Pakistan was done. The study findings revealed that HRIS is absolutely utilized as an instrument to enhance administrative effectiveness through value addition in the division however its advantages are hard to measure.

Bartai (2014) investigated the apparent adoption level of human resource information systems on Kenyan public universities performance. The study targeted 22 heads of human resource functions and attained a response rate of 86.36% with 19 responses of the 22. From the study, although many universities have adopted HRIS, the systems are mostly used as a managerial instrument as well as a strategic tool. The study notes that the importance of HRIS in enhancing effectiveness as well as performance of public universities is missing since the HRIS has not enabled the HR division become significant direct connection between HRIS and its influence on their practice particularly

on the human resource management practices that is, performance evaluation, HR planning, staffing as well as selection, and training and development. Mwangi (2012) investigated the apparent connection between technological adoption and human resource management effectiveness through an investigation of the civil service in Kenya. The research attempted to establish the level in which employees believe that technological adoption has increased human resource management effectiveness. The research pictured apparent connection between technological adoption and human resource management effectiveness as crucial to the success or failure of technological investment. The study adopted descriptive survey design. According to the study, there are positive results in all the variables related to efficiency in human resource management which included improved communication, sharing information, cost saving, facilitation of culture of transparency, improvement of quality customer service, enhancement of increased consistency, improved productivity, reduction in lead time taken in recruitment and selection, reduction of operational costs and feedback.

Aruwa (2016) studied the extent of adoption of electronic human resource management in Kenya Commercial Bank. The research used a case study design and used semi-structured questionnaires to obtain primary data. The target population comprised of 400 employees working with KCB from which a sample size of 120 respondents were picked. The study found that KCB has adopted human resource management to a great extent.

Wireless networking virtual teams, such as; groupware for data processing, record keeping, information retrieval, and dissemination for decision making have been adopted by KCB. Electronic human resource management reporting is used to facilitate harmonious information sharing. The study concluded that performance appraisal process is planned at the bank and this has allowed feedback to be given in a formal way as opposed to informal

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The methodology of the study was presented in this section. How the study was carried out is clearly outlined. The chapter presented the research design, data gathering instruments, analysis as well as presentation of data.

3.2 Research Design

Given that there is only one unit of analysis that is IEBC, this research was a case study. This study was intended to explore the extent of application of HRIS in human resource practice at IEBC Kenya. A case study enabled an examination to hold the all-encompassing and significant attributes of genuine occasions. Kothari, (2004) noticed that a case study includes a watchful and comprehensive perception of social units. Primary data gathered from such an investigation is more solid and up to date.

3.3 Data Collection Method

Primary data was put to use for this study. Primary data was gathered through the interviews from human resource managers in charge of the following departments: transport, security, human resource management, training and development, and administration. Interview guides which consisted of mainly open-ended questions was used. The open-ended inquiries empowered the researcher to gather qualitative information. The interview guides included two areas: The first section comprised of questions on the demographic aspects of the respondents whereas the second section covered questions on the extent of application of HRIS in human resource practice at

IEBC Kenya. The respondents to be interviewed was IEBC top HR managers. These were thought to be key informants for this examination. This provided an in-depth collection of data and complete comprehension since the interviewer could sought for clarifications.

3.4 Data Analysis

Prior to preparation of the responses, the interview guides filled was altered for fulfillment and consistency. Being a case study, content analysis was most helpful in breaking down the information. This is characterized by Creswell (2003) as a method for drawing conclusions by deliberately and dispassionately distinguishing particular normal messages and utilizing a similar way to deal with related patterns. Bryman and Bell, (2003) depict it as a method used to make inferences by efficiently and equitably recognizing particular attributes and messages. The data was then presented in an endless style as a qualitative article on the extent of application of HRIS in human resource practice at IEBC Kenya.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter outlined the data analysis and findings of the respondents. Data was obtained through one on one interview and analyzed through content analysis. The purpose of the interview was to understand the extent of application of human resource information system at independent electoral and boundaries commission in Kenya.

4.2 Background Information

The study conducted background information so as to obtain meaningful data which is suitable with the subject on mater. The interviewees were asked to state their ages, in which the researcher will understand the most appropriate age which the HR department embraces for recruitment of employees. second was the gender of the employee. For the purpose of understanding gender equity of the employees. The interviewees were also asked to indicate which department they are working for in IEBC, the researcher wants to understand which department embraces application of HRIS. Understanding the level of education attained by the respondents enables the researcher to understand if the extent of application of HRIS is dependent on the education attainment. Lastly, the researcher wanted to know which position the respondents holds in IEBC and for how many years they have worked in IEBC. The determination is to understand the experience of the respondents on their respective positions over the application of HRIS.

The study found out that, the five respondents were in the age group of 39 to 58 years. This data indicates the interviewed people are neither middle aged nor young aged. They

belong to the older age meaning that they are likely to be experienced or involved in the decision making processes since they have been in the company for many years. Among the respondents, there are three males and one female out of the total respondents. This can evaluate that the researcher at least considered gender equality when collecting data to avoid biasness of information.

Different employees belong to different departments, so to understand the extent of HRIS to every department, the researcher had to interview different people in different departments who can give substantial information. Among the respondents, we have one from the administrative department, from human resource department, transport, security, and finally one from the training and development department. All these departments have a crucial impact on the HRIS.

Understanding education attainment to the extent in which the HRIS is important to the researcher, since the researcher is going to have a conclusion on how education attainment has an impact to HRIS. According to the findings, there are three respondents who have attained Masters Level and one respondent Undergraduate Degree as their highest form of education. Therefore, in conclusion, the IEBC opt to employ people with a maximum degree attainment in the management department.

While understanding the position people have in their position, it was noted that most of the people work in the HR department but holds different positions. According to the findings, there are two HR administration manager, HR manager and the HR training and

development manager. All these managers have a common goal in the fulfilment of the HR goals. They also have crucial information on the extent of HRIS.

Measuring work experience, it is evident to ascertain that, most of the respondents are experienced in the work they are doing at the HR department. This is because they argued to be working in the company between seven to nine years. This information shows that they are experienced in their work and also are committed to their work done. And for those reasons, they are deployed in the HR department and also they can give crucial information pertaining the extent at which HRIS application has impacted the IEBC.

4.3 Extent of Application of HRIS in HR Practice at IEBC Kenya

4.3.1 Involvement of HRIS by the Respondents

All the respondents were in agreement for the presence of the HRIS in the IEBC. Some of them argued that they are aware of the HRIS in the department and the company as a whole. Training done is for the purpose of enabling employees to gain skills on development of work. Another respondent argues that HRIS system is in the formative stage because it is newly installed.

4.3.2 Usage of HRIS

Respondents were asked to evaluate if the HRIS is in use. From the respondents' answers, it was noted that the system is in usage albeit new. Therefore, people or employees in the company are not conversant with it. Also, its usage is evident due to the fact that the respondents know that it exists. Usage of HRIS is also evident in the IEBC,

as it is used during the training process of the employees; hence a lot of people in the IEBC are conversant with the usage of HRIS in the institution.

According to the findings done by (Midiwo, 2015)   on the impact of HRIS in performance of public universities in Kenya. 58.8% of the respondents were in agreement that the usage of HRIS is evident in the public universities and it is serving its intended purposes. This is because it is user friendly, saves time and funds and also is efficient.

4.3.3 HRIS as A Tool for Accessing Human Resource Capability

HRIS is used in IEBC for the purpose of accessing the human resource capability. As recorded by the researcher, HRIS is used as tool for accessing human resource capability as it incorporates Skills inventory, performance appraisal system and discipline management. Usage of HRIS is used through PMS and TNA tools used by HR or admin department which is part of the human resource capability. Also, because the system is not implemented fully, the respondents reported that, only small places within the organization has implementation to access human resource capability is core.

According to the study done by the (Bhuiyan, 2013) it was noted that HRIS has wider ranges when it comes to application areas in the industry in terms of recruitment. Respondents were in agreement that HRIS has the highest importance when it comes to recruitment process in comparison to the traditional selection process. The second benefit of HRIS in the human resource capability is to provision of a payroll during training and development. A total of 82.86% respondents tend to agree with the statement. In

conclusion, HRIS, is in usage in the human resource capability in achieving some goals. Furthermore, it also brings out benefits in the department of human resource management.

4.3.4 Usage of HRIS On Human Resource Demand Forecasting

Respondents were asked if the HRIS, is in usage in HR demand forecasting. The respondents were able to ascertain that usage in demand forecasting in IEBC is evident since the staff establishment is inbuilt in the system. Hence one can know the human capital at any given time. Another respondent was in agreement that HRIS is in usage in HR demand forecasting at a small extent since it is still being implemented. The evidence in usage of human resource demand forecasting is core due to the fact that human resource department uses HRIS to analyze data for planning. From the findings below, it is evident that HRIS is responsible in the demand forecasting of IEBC, since IEBC is dependent on HRIS in enabling them to perform some tasks.

According to the study done by (Bhuiyan, 2013) on impact of HRIS in firms in Bangladesh, it is evident that, HRIS saves time of doing tasks in the firms. This is according to the respondents who were able to have a conclusion on the same during the findings. Since 65.71% of the respondent think it saves time in HR planning while 63.3% believe it has role in saving time in Strategic HR. On the other hand, about 50% of the respondents think HRIS has no role to play in saving time in training.

The respondents were asked to ascertain that; the human resource supply forecasting is happening in line with usage of HRIS. Every respondent was in agreement that the usage of HRIS is evident in the human resource supply forecasting. This is because data captured and skills inventory prepared for the purpose of supply forecasting.

Another response was that, HRIS is used in supply forecasting to very small extent that it is utilized. IEBC usage of HRIS is minimal to an extent that it is not utilized.

HRIS is used for the purposes of applying screening criteria in the IEBC. According to the findings on this study, respondents were asked to mention if the HRIS is used as HR application of screening criteria. Here there was split votes in terms of usage of HRIS in application screening criteria. Half of the respondents were in agreement of the fact that HRIS is not used for application screening criteria while others were in disagreement. Those who were an agreement stated that, this is because, through online job application of either permanent or temporary position usage of HRIS is evident. Those in disagreement stated that HRIS is only used to do shortlisting but it is not involved in the application process. According to this findings, one can ascertain that, in application screening criteria, the work of HRIS is not clearly defined in the IEBC.

The respondents were requested to give their opinion to if HRIS is used for the purpose of interviewing the employees to be recruited. According to the findings, HRIS is used for shortlisting of candidates hence creating a room for interviewing this fact as portrayed by the respondents, it is not only a fact but also its not. Because other respondents argue that usage of HRIS in shortlisting is not the part of the interviewing process but others

feel it is part of it. The last respondent was not in agreement with usage of HRIS in interviewing process, the argument was that, IEBC job portal is a standalone system not integrated with the HRIS. According to all this findings, most respondents have disagreed on the usage of HRIS in interviewing process, therefore in IEBC, the HRIS is not used for the purposes of interviewing applicants.

According to the findings below, the respondents were to give their opinions on if HRIS is used for decision selection and reference checks. It is evident that HRIS is used in decision selection in the IEBC for instance the fact that it does shortlisting of the applicants, but according to the respondent he argues that it is not used for reference checks. Only one respondent did not agree with the fact that HRIS is used in the decision selection and reference checks.

According to the study done by (Midiwo, 2015), she claims that HRIS obtains information which is used in the decision making process. 71% of the were in agreement of that statement because the data generated permits the senior management to engage in decisions which encompasses the capability of the HRIS to offer administrative and strategic advantages for real-time HR planning.

HRIS has to a large extent improved the recruitment and selection process as proved by one respondent. In supportive of the statement, he argues that, HRIS enables IEBC to advertise on various job opportunities online, shortlisting of the applicants and also enhancing easy online job application. All this processes have been enhanced by

introduction of HRIS. Also it has been used to track the number of staff per grade per directorate. HRIS has made the selection and recruitment faster since the time taken is lower compared to when it was done manually.

As the findings indicate, previously, there were a lot of documentation in application process in which the HRIS cut it off. Also shortlisting was done manually which was cumbersome due to the massive applicants. Also, it was expensive to produce a lot of paperwork by IEBC. So HRIS also reduced the cost of resourcing application processes. Due to introduction of HRIS, the IEBC is likely to have more eligible applicants since the recruitment processes have been shortened. HRIS has also reduced workload to the HR department since it has created efficiency in selecting the eligible applicants. This is because the system automatically rejects those applicants who have not met the required criteria.

Also, the man power has reduced due to reduction in paper work. This has led to employment of less people who are responsible with the recruitment process hence making IEBC to reduce the cost of financing the recruitment process. HRIS has also reduced the margin of errors occurring while recruiting people. This is due to the fact that, the machine is handling the whole process and it is more accurate than the humans.

The relevance of HRIS is identified in the recruitment process. This is because the IEBC by usage of HRIS, they are able to advertise the vacant position online in their websites.

This gives applicants an opportunity to know at what given time is the vacancy of the job available and when it is not. This enables them to apply for the job in time.

Salaries are not determined by the relevance of HRIS but by the fact that SRC salary remuneration committee which is responsible for approving salary appraisal. According to the findings the respondents did not approve the relevance of HRIS to salary appraisal. In conclusion, there is no direct attribution of HRIS to the salary of the employees despite the fact that all of them are part of the HR department.

From the respondents, HRIS is used in data collected for guidance through the skill inventory tool on which employee is qualified to fill different positions. While other respondent also says that, it is not the only avenue used for effective promotion. The system is not developed in partaking the effective promotion task but rather, there is usage of the data collected by the system to make rational decisions for the promotion. In conclusion, all the respondents were in agreement that, the system is not used for effective promotion since it is not designed to partake that specific task.

From the responses given out by the respondents, it is evident that HRIS is used in planning and setting of performances targets. This is because of the performance appraisal system is used for the purpose of setting performance targets. Another respondent puts it in a way that the usage of HRIS to perform the planning and setting performance is at a small extent because the system has been launched recently hence its

usage is not clearly defined. The respondents were in agreement of the fact that, HRIS is used for the purpose of planning and setting of performance.

HRIS is used to monitor the staff activities in the field or their various constituency because it offers a template for repeating different activities done by the staffs. It also gives the staff work planning which they are supposed to offer over a given period of time. Another respondent puts it out that the monitoring of the employee is only achieved as the performance indicators in the performance appraisal system but not the HRIS. This statement contradicts with the other two responses from the data obtained.

According to the findings, HRIS is applied on the measuring and collection of data but at a slower rate. The application of HRIS is evident while undertaking the employee satisfaction surveys. They have to use the system to do shortlisting of the factors arising as a result of the following factor. It is also used in the performance appraisal system this is part of data collection and measuring.

According to the findings the HRIS is not designed for the implementation of the reward system. This is because, there is no structured way of rewarding the officials in the commission. All the respondents were in agreement that the system is not designed for the reward implementation.

The findings indicate that, IEBC uses the HRIS in the communication of employees' performance results. This is in line with what the respondents stated out. HRIS is used in

through the performance appraisal system. The usage is also minimal because the syatem has been introduced recently.

Usage of HRIS in IEBC is evident as recorded by the respondents. The usage achieved through, prepared database on the courses needed. In which the system is used to prepare these databases which are essential in the training process. Also through the performance appraisal system skills inventory management. The HRIS is essential in ensuring efficient training of the new employees who have been recruited and also the old employees who want to understand a new concept introduced by the company.

4.3.5 Impact of HRIS on IEBC

The new system, HRIS implemented in the HR department of the IEBC is noted by the respondents has several impacts in the institution. According to the findings, it was noted that the system has a direct impact on the IEBC since it has improved almost all the difficult processes in the institution for instance the recruitment process in a sense that, it has made it more efficient and effective. It has also shortened the tiresome processes which are very long for application purpose or for improving quality of work done.

It also has a direct impact on the reduction of financing of the IEBC services. In the sense that, there is reduction in the man power used hence cutting the cost on labor requirement and reduction of paper work usage hence cutting down the finances for resourcing papers. It has also created efficiency in the informed decision in staff management in all facets of HR. according to the findings, HRIS has more positive impacts on the normal working of

the organization this has encouraged the management and the employees to embrace the HRIS in usage.

4.3.6 Challenges Faced by IEBC in The Application If HRIS

Implementation of every system in an organization must be prone to the challenges since people are willing to change, the adoption mechanism must be faced out since change is implemented. According to the respondents the challenges pointed out include: budget constrains since the company has to employ people who are to be paid for management of the system and also, purchase of the devices that are to be used by the system for implementation purposes. It is human nature to resist changes, some of the challenge faced by IEBC in the implementation of this task is the willingness of the employees to change from the manual system to this new system the continued struggle for IEBC to train its employees on usage of HRIS makes them spend a lot of money and also they have to deal with poor performance in work by the employees since they are not conversant with the system. Meaning that the employees do not want to adapt in the new system usage. The management also does not support the successful implementation of HRIS, this is also a challenge in the implementation process.

Computer literacy is also a challenge in implementation of HRIS. This is because most of the people who are employed are not conversant with usage of computers because of the familiarized manual method. The company has not only faced the issue of financing while purchasing computers but also the problem of the employees who are computer illiterate since they spoil the computers or do not work claiming that they are not

conversant with computers. Most officers not comfortable interacting with system alone, need guidance for almost everything.

According to (ATIKA, 2011), the following factors hinders the efficient usage of the HRIS. They include: complexity of the system, cost of installation and computer illiteracy among the users. She came up with strategies on how to address this challenges which include: adopt changes in human resources jobs, business plan and vision, careful selection of a third-party vendor, change management, clear communication, detailed requirements analysis, end-user involvement, leadership and project championship, project management, skill set of the implementation team members and support for users.

4.4 Discussion of the Findings

According to the findings of the study on impact of HRIS in public universities by (Midiwo, 2015) 77% of the key informants were in agreement that HRIS generates reliable data which is used in decision making processes in the Universities. This is because, the generated data enables the senior management to make distinct decisions on the evaluation of the strategies implemented. Availability of HRIS in the HR departments, gives them the opportunity to take part in the decision making processes in the institution since they are able to gauge the institution in terms of increasing their competitive advantage. HRIS which is a system of the HR department, offers the administration and the management information on recruitment, training, compensation and performance management of the universities hence making the HR department being actively included in the decision making processes.

In comparison with this study, the application of HRIS at the IEBC is in the decision making process albeit to a small extent. Usage of HRIS in IEBC in relation to decision making process only applies in the selection of applicants during the shortlisting processes. In contrast with (Midiwo,2015) the decision making process is only applied in IEBC for the purpose of selection and not direct involvement of the management and administration.

According to the study done by (ATIKA, 2011) he stated that Kenya Cereal Board is using the HRIS and the reasons for using the system is because it simplifies the decision making process in terms of providing the administration with the required information on the payroll, recruitment processes and employees performance. It also gives the HR managers a chance to become partners to the strategy implementation process since it provides information on the employees' competence, effectiveness in the cost, HR policies on financial discount, employees satisfaction and productivity among others. Lastly, HRIS is used as a learning platform by the employees since it offers information on career growth and training purposes. The manager also uses the system to evaluate employees' performances for recommendation.

According to this study, the finding indicates that, the usage of HRIS is evident in IEBC and it performs the various functions as stated by the respondents. According to the analyzed data, the respondents are aware of the existing of HRIS, but the usage is not at a large extent. It was recorded that the system is used for the purpose of identifying training

needs of the employees. in comparing both studies, the conclusion of implementation of HRIS is evident to usage but since IEBC, has just began using it, they have not utilized it fully.

According to a study done by (KEMEI, 2016) he checked on the improvement of employee performance due to the introduction of the HRIS. HRIS has improved the dissemination process and has offered the company with meaningful information. This is due to the ease in the recruitment process in terms of decreased time of recruitment. Also, information gathered by the system is essential in evaluating the work done by employees and also improvement of the strategies used in the company.

Comparing both studies, the findings in the IEBC indicate that, the introduction of the information system in the HR department has eased the recruitment process since the application is online and the shortlisting process is also done by the computer. Therefore, making it efficient compared to the manual recruitment processes which involved much paper work and was not accurate since it was human based.

Both studies done by (ATIKA, 2011) and this study emphasizes on the relevance of HRIS as being cost effective this is due to the reduction of the cost of financing paper work used in the recruitment process. It has also geared to accuracy of information because the computer is responsible for handling all the bulky work. Reduction of costs in the labor financing is also as a result of HRIS since the system is performing the bulky work in less time compared to the man power.

Addressing the challenges that are responsible for the adaptation of the HRIS is essential in understanding the ways by which introduction of the system is going to be familiarized in the company. According to the findings by (ATIKA, 2011), some factors that inhibit effectiveness of HRIS include: complexity in usage of the system which is encompassed with complex technology, misspecification in implementation among others. Another challenge is the cost of setting up and maintain the system. The system designer's failure to include HR knowledge on the crucial information, hence some specific tasks has to change. The users lacked the positive attitude towards the system since they feared that availability of the system will mean that they lose their jobs.

Different areas in different companies is HRIS used for the purpose of accomplishing the company's goal. According to (ATIKA, 2011) in his study, HRIS was used in the following areas, training management, risk management, application sector, succession planning ,expenditure management, turn over analysis, attendance reporting, HR planning and strategic planning. In the study of IEBC, the respondents ascertained that, HRIS is mainly used in recruitment process, training process, management if employees task in the field. One can conclude different companies or institutions tend to come up with HRIS for different purposes according to their need for the purpose of service provision.

According to (Midiwo, 2015) barriers which are influencing effective usage of HRIS include: cost installation. This is the initial cost of installing HRIS in the institution. The installation cost encompasses the cost of purchasing the hardware, software and

employment of people to maintain the system. Bureaucracy process is also a challenge because it takes a lot of time before implementation starts. Things like resource funding has to undergo through bureaucracy which takes a lot of time. Another challenge is the computer literacy and competence by the users. Most of the users who were used to the manual system have not embraced technology. As long as the institution wants to introduce this system to ease their work technologically, they should also embrace the relevant of having workers who are computer literate or rather having training sessions for their illiterate computer users.

This study also addresses challenges that IEBC is facing while they are using the HRIS. In comparison with the other studies discussed above, issues like cost of financing the system, computer literacy, the adaptability of the employees to change, are addressed across all the study. Therefore, coming up with HRIS in a given company or institution requires that one should be able to have adequate funds for financing the system and also for addressing the usage of computer literacy in terms of training so that people may adapt to change.

According to (ATIKA, 2011), he addressed the impact of using HRIS in terms of positive outcomes. This are the benefits that have resulted as a result of using the HRIS in service providence. Saving of the cost, accuracy in providence of information and the reduction in time for performing tasks are the benefits of using HRIS as Atika puts it. Also, it is used in the evaluation of the employees in terms of targets reached, emergency evaluation, employees handbook, safety measures and personal status.

Comparing this study to (ATIKA, 2011) study, it has also outlined the impacts of HRIS in service providence and some of the reasons included below are the same. Issues like saving cost due to reduction of paper work and labor financing is beneficial. Also the efficiency of handling tasks in terms of time taken. The ease in the recruitment process which is not mentioned above is an impact of HRIS.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provided the summary of the findings from chapter five, and it also gave the conclusions and recommendations of the study based on the objective of the study. The objective of this study was to determine the application of Human Resource Information System at IEBC. The analysis gave clear illustration of how HRIS is applied in the IEBC.

5.2 Summary of the Findings

The study found out that, the five respondents were ages in the age group of 39 to 58 years. These respondents belonged to different departments in the IEBC. The respondents belonged to different departments which include the, HR administration, administration and security, human resource department, transport, training and development department. All these departments have a crucial impact of the HRIS. According to the findings, there are three respondents who have attained Masters Level and two respondents Undergraduate Degree as their highest form of education. Therefore, in conclusion, IEBC opt to employ people with a maximum degree attainment in the management department. The findings indicate that, there is an HR administration manager, HR manager and the HR training and development manager, transport and security. All these managers have a common goal in the fulfilment of the HR goals. They also have crucial information on the extent of HRIS.

Experience is key in the service providence in IEBC in terms of usage of HRIS. This is because they argued to be working in the company between seven to nine years. The following data indicates that they are experienced in their work and also are committed to their work done. And for those reasons, they are deployed in the HR department and hence can give crucial information pertaining the extent to which HRIS application has impacted the IEBC.

According to the data collected and analyzed, the study gives a clear description of the application of HRIS at IEBC. The respondents gave a clear illustration of them being conversant with the HRIS. They also ascertained the usage of HRIS in various areas in the department of HR. some of the usage explained is the training relevance of HRIS. In the sense that, it is used in the training process of the employees. Respondents understands the usage of HRIS but gave a clear indication that the usage is not implemented fully since the launch was recently done.

The usage of HRIS is for the purpose of accessing the Human resource capability and demand forecasting of the human resource. By the fact that it incorporates Skills inventory, performance appraisal system and discipline management HRIS is used in human resource capability. This is one of the purpose. Also HRIS has demand forecasting on the HR department because the staff establishment is inbuilt in the system, making it easy to know the human capital at any given time.

HRIS is used in human resource supply forecasting as all the respondents were in agreement with the following status. The fact that, HSIR is applied in the screening criteria of application, the respondents were in agreement that the system provides an online application criterion for applicants. But, the system does the shortlisting process in the application area.

HRIS is not used in the interviewing process. This is because the respondents ascertained that, the usage is applied in the shortlisting process. Decision selection and reference checks does not apply fully to the usage of HRIS. This is because the system only conducts decision selection for shortlisting but not reference checks.

HRIS has improved the recruitment process and selection process. This is because, application and selection process is efficient, effective and cost effective. This is because of the online application system which has reduced the bulky cumbersome selection process which involved much paper work. usage of the system in application process, ease the time taken by the applicants to apply for a job. Also it reduces the inaccuracy and financial cost of paperwork and labor.

Information generated by HRIS for the employees has not affected the salary appraisal of the employees neither has it influenced the effectiveness of promotion decisions. This is because HRIS does not actively influence both factors. The board of governance are the one responsible for making decisions related to salary appraisal or the performance of employees.

The HRIS is responsible for the planning and setting performance of the employees. The system also monitors all the functions done by the employees. For this explanation, the system is able to plan work for the employees and also evaluate the work they are doing in terms of achievement targets. It is necessary for the HR department to assign employees task for the effective evaluation by the system.

The usage of HRIS in data collection and measuring results is evident since the application of HRIS is used while undertaking the employee satisfaction surveys. They have to use the system to do shortlisting of the factors arising as a result of the following factor. It is also used in the performance appraisal system this is part of data collection and measuring.

The HRIS is not designed as a reward system but as a recruitment system. This is because of the requirement of IEBC in satisfying their objectives. It is used in communication of the employee performance because it displays and evaluate the performances of employees in general. Also HRIS is essential in training and development of the staffs. This is as a result of skills inventory management with is present via performance appraisal system.

Lastly, the research addressed the issue of impact of HRIS at IEBC and the challenges that hinders the usage of HRIS at IEBC. Evaluating on the impacts, the research noted that only the positive impacts were as a result of HRIS. They include the shortening of the tiresome processes of application. Effectiveness and efficiency in the recruitment

process and reduction of cost in the recruitment and evaluation processes. The challenges faced by IEBC usage of HRIS is inadequate resources, computer illiteracy, adaptability by the employers among others.

5.3 Conclusion

In conclusion, HRIS is applied to a greater extent in the IEBC. Mostly its application is noted in the recruitment process. This indicates that the HR department in the IEBC was facing intense challenges in the process of recruitment. By the introduction of HRIS, efficiency in cost and also service providence is improved in the recruitment process.

It is not only the recruitment process that has gone through rapid transformation greatly improving it; but also the evaluation of employees by the HR department. HRIS being introduced has enabled the HR department to run its evaluation work with ease which has made them to be involved in the strategy implementation process.

Despite the benefits which are brought as a result of the introduction of HRIS, there is continued factors that hinders usage of HRIS. IEBC is supposed to have preventive measures of curbing the issues. HRIS is important not only to IEBC but to every institution or company which wants to do evaluation and also a which wants to address the issue of bulkiness in their system.

5.4 Recommendation of the Study

According to the findings of the study, the following recommendations should be put in place;

IEBC should come up with ways or risk management strategies to address the factors which have hindered the effectiveness of application of HRIS.

The study should also address the issues of employee performance after before and after the introduction of HRIS. So as to determine if the application of HRIS has improved the performance of the employees or not.

5.5 Limitations of the Study

The study has addressed how the application of HRIS in various part of the company but it has failed to address the issues on the Human resource management, whether or not it has improved the management system.

Obtaining positive impacts on application of HRIS at the IEBC from the company's worker makes the information to be more biased since they do not want to lose their jobs especially if we want to know more about effects of HRIS to both the employees and the customers.

The study has only addressed the impact of application of HRIS at IEBC as positive but it has not given us the negative impacts and what the IEBC is doing to address these negative impacts to ensure stability in running of the HRIS.

5.6 Suggestions for Further Studies

Studies should be conducted to evaluate if HRIS has an impact on the HR management and how the management is ensuring that the usage of HRIS is stable. Secondly, the same study should be conducted taking note of the ethical issue of anonymity and confidentiality among the employees so that one can assess the extent to which application of HRIS has affected the employees in terms of performance. Also the customers who use the HRIS to look for job vacancies and application should be interviewed to avoid biasness of information. Lastly, a study should be conducted to determine if, application of HRIS has resulted to positive or negative impacts on the performance at IEBC.

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APPENDIX: Interview Guide

BACKGROUND INFORMATION

1. What is your age

2. Which gender are you?

3. Which department do you belong to?

4. What is your highest level of education?

5. What is your title/ position at IEBC?

6. How long have you been working at IEBC?

EXTENT OF APPLICATION OF HRIS IN HR PRACTICE AT IEBC KENYA

7. Does IEBC have a Human Resource Information System?

8. If Yes, are you actively involved with the Human Resource Information System?

9. Do the HR employees understand how to use the Human Resource Information System?

10. Can the Human Resource Information System in IEBC be used as a tool for assessing human resource capability?

11. Does IEBC use Human Resource Information System data in human resource demand forecasting?

12. Does IEBC use Human Resource Information System in human resource Supply forecasting?

13. Is Human Resource Information System used in human resource application screening criteria?

14. Is Human Resource Information System is used in human resource interviewing?

15. Is Human Resource Information System is used in selection decisions and reference checks?

16. Has HRIS improved the recruitment and selection process?

17. If yes, in what ways has HRIS improved the recruitment and selection process?

18. Does IEBC use the information generated from the HRIS to decide on improvement of employee salary and benefits?

19. Does IEBC use the information generated from HRIS to make more effective promotion decisions.

20. Is Human Resource Information System applied in planning and setting performance targets?

21. Is Human Resource Information System applied in monitoring of the activities of staff in the Field/Constituency offices?

22. Is Human Resource Information System applied in collecting data and measuring results?

23. Is Human Resource Information System applied in design and implementation of Reward Systems?

24. Is Human Resource Information System useful in communication of employee performance results?

25. Is HRIS used in Training and Development of the staff?

26. What value has HRIS impacted on IEBC?

27. What challenges has IEBC faced in HRIS application?