ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

ASSESSMENT ON THE EFFECTIVENESS OF HUMAN RESOURCE INFORMATION SYSTEM: THE CASE OF ETHIOPIAN CONSTRUCTION WORKS CORPORATION (ECWC)

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ADDIS ABABA, ETHIOPIA

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ID. N<u>o</u> SGS/0273/2008A

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Mr. Mohammed Mohammednur. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

<u>Wubirist Eshetie</u>

Name   Signature

St. Mary's University, Addis Ababa   **July 2017**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Mohammed Mohammednur
            Advisor   Signature

St. Mary's University, Addis Ababa   **July 2017**

DEDICATION

This piece of work is dedicated to my mother, W/ro Emebet Ayalew and my father, Ato Eshetie H/giorgis for their effort to make me a better person inside and outside. You know, I am blessed that you are my parents and I am nothing without your prayers.

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ABBREEVIATIONS

HR	-	Human Resource
HRM	-	Human Resource Management
HRP	-	Human Resource Planning
ERP	-	Enterprise Resource Planning
HRIS	-	Human Resource Information Systems
ICT	-	Information Communication Technology
IT	-	Information Technology
SQL	-	Structured Query Language
MIS	-	Management Information System
ECWC	-	Ethiopian Construction Works Corporation
SMU	-	St. Mary's University

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ABSTRACT

The objective of this thesis is to assess the effectiveness of Human Resource Information System (HRIS): the case of Ethiopian Construction Works Corporation (ECWC). The scope of this research was limited on the assessment of the system's effectiveness on basic HRM functions, which are recruitment and selection, HR planning, employee relation and employee information management at ECWC. The study followed a descriptive research method which enables the researcher to describe and summarize the data gathered from different sources and to explain the variables used in the study. The researcher used two types of questionnaires to collect data one from HR and IT professionals and the second from management members & employees of ECWC. The target population used for data collection of the study was 255 employees together with management members of the corporation based in head office. Therefore, a survey questionnaire was distributed to 155 respondents and a response rate of 137 (88.4%) was filled and returned to the researcher. SPSS computer package software was used to analyze the collected data. Based on the results of the study, the current system is not effective in terms of delivering of accurate and timely information on cost effective manner, for strategic decision making process and in terms of the simplicity of the system to access the information available in it. Similarly, the corporation's level of utilization on the system is limited. Based on the conclusions made, the researcher forwarded some recommendations such as revising the existing system, creating awareness of the system users, providing trainings for them and utilizing the HRIS's sub systems.

Key words: *Human resource management function and Human resource information system*

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

As one of the four resource types: physical, financial and human resources; human resources are one of the key resource inputs to any organizational process (Campbell, D.et el., 2002).Although most business leaders recognize the importance of the people factor, few of them have been successful in using HR effectively, as to inspire success and to achieve a high-performance business strategy (Eigenhuis and Dijk, 2008).

While business as a whole is presenting itself more and more in terms of social responsibility, and employees are routinely accepted as crucial stake-holders in most business organizations, human resource management (HRM) practice continues to affirm its significance for corporate profitability and prefers to distance itself from its traditional welfare image (Pinnington et al., 2007).

The practice of HRM is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as strategic HRM, human capital management, corporate social responsibility, knowledge management, organization development, human resource planning, recruitment and selection, and talent management, performance management, learning and development, reward management, employee relations, employee well-being and health & safety and the provision of employee services (Armstrong, 2009).

Social and organizational changes in the economic environment are numerous and extensive. So it is important for HRM to be comprehensive, high in quality, fast, flexible and in line with upcoming trends, because it is one of the parameters of successful business. Use of information and communication technology becomes an imperative for HRM, as well as the other activities in the company (Dorel and Bradic-Martinovic, 2011).

The unprecedented growth of information and communication technologies (ICT) driven by microelectronics, computer hardware and software systems has influenced all facets of

computing applications across organizations. Simultaneously the business environment is becoming increasingly complex with functional units requiring more and more inter-functional data flow for decision making (Hossain et al., 2002). With the advent of web-based as well as wireless HRIS, the utilization as well as the benefits of such systems will only improve as time goes by. HRIS is rapidly becoming vital to the successful and skillful operation of the modern organization (Weeks, 2013).

HRIS is not only becomes a desire of the company but it becomes the need of the company (Navaz et al., 2013). HRIS is not limited to the computer hardware and software applications that comprise the technical part of the system: it also includes the people, policies, procedures and data required to manage the HR function (Gupta, 2013).

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

HRIS applications are systems of databases that allow users to store and track all types of data that are related to human capital in the company. It is necessary to pay attention to the fact that in practice company can buy partial software solutions, which only partially cover the needs of HRM (for example, just a collection of basic information about employees and payroll). These systems cannot be classified as HRIS, because under the term of systems we imply complex and comprehensive software with all integrated functions for HRM. Only properly implemented systems that permeate the entire company will have maximum positive impact. These are systems that are used to collect, store, manipulate, analyze, retrieve and disseminate HR information. (Dorel and Bradic-Martinovic, 2011)

As (Shiri, 2012) found in her research, HRIS increases the efficiency of HR function, has helped to contribute the potentials of HR Department towards the organization, developed the structure, payroll, time, and attendance, appraisal performance, recruiting, learning management, training system, performance record, employee self-service, scheduling, absence management, systems, styles, reduced HR cost, increased motivation of the HR

personnel, analyzed the problems and solved them smoothly, provided and developed sound performance appraisal systems, systematic job analysis, and smooth adoption of the changing mind-set.

In addition a survey by (Gupta, 2013) concluded that the use of computerized HRIS is most effective than manual because its help to maintain data with more accuracy in less time. And that is also true that HRIS functions improve HRM in terms of administrative purposes and analytical purposes. HRIS work as a key component of the organization and a good HRIS will provide important information about human resources needs and capabilities; this information will assist the management team in establishing the organizational mission and setting goals and objectives in motion.

A research by (Kumar and Parumasur, 2013) recommended that HRIS should cater for all business processes and tasks in order to reduce paperwork and enhance the spontaneity and quality of decision and, should be accompanied by a fast bandwidth. It is also recommended that the HRIS be implemented and managed in a manner that facilitates the attainment of the overall HR strategy. A well managed HRIS enables readily available information to be translated into more information sharing and enhanced knowledge transfer and management due to information storage, acquisition and accessibility. It has the potential to enhance the speed and quality of decision making and the HR strategy, thereby enhancing organizational effectiveness.

The study conducted by (Ponduri, 2016) concluded that, HRIS database should be used as a single source of all information. This would lead to the development of an integrated HRIS platform for the whole organization. Such integrated platform is preferable over singular optimization as it leads to effective information exchange between HR processes and HRIS IT platform.

A study by (Markos, 2013) also concluded that, organizations gain competitive advantage by implementing HRIS, which in turn facilitates healthier HR decisions and enhance supervision and control of manpower. Because of their HRIS, organizations also improved the efficiency and effectiveness of their HR department activities. These activities include training and development of management, succession planning, applicant tracking in

recruitment and selection and employee information and identification, salary planning, competency assessment, absenteeism analysis, turnover analysis and performance appraisal rating.

Few researches were conducted on the topic of HRIS in Ethiopia: a research conducted by Markos Mulat Gebreyes (2013) on "The Practices and Challenges of Human Resource Information System, the Case Study of Selected Public Sector Organizations in Addis Ababa" and in addition a research conducted by Dr. Ponduri SB (2016) on "Quality of Human Resource Information Systems at Commercial Bank of Ethiopia a Case Study Of Dessie District At Dessie, Ethiopia" were conducted. Moreover, there is no a study found on this topic on the case of Ethiopian Construction Works Corporation (ECWC). Therefore, this study was aim to gather information regarding the effectiveness of human resource information system (HRIS) by taking ECWC as a case study.

1.2 Statement of the Problem

Even though HRIS appears to have tremendous promise it has not been fully utilized according to its potential, (Nagendra and Deshpande, 2014) shows on their research, lack of top management support, funds, HR knowledge of system designers and HR solutions, are the main factors keeping organizations away from HRIS. Of all the HRIS subsystems used for recruitment and planning and training and development, the maximum and most useful contributions made by an HRIS system was when an HRIS is used to supplement the already existing functions in a positive manner.

As HRIS is 'an integrated system used to gather, store and analyze information regarding an organization's human resources' comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resources function. While information technology affects Human Resource (HR) practices, HRIS administration comprises a distinct supporting function within HR Administration Department.

Ethiopian Construction Works Corporation (ECWC) is currently using a Human Resource Information System by linking **SQL Server Database and Access.** **SQL** (Structured Query Language) is a computer language for storing, manipulating and retrieving data stored in relational database. Access rules of this database system are for two sets of users, which gives administration right to IT officers to administer the system and expert right which enables HR experts and data encoders to input and update employee information by log in to the system by their ID and Password.

In the first place the system was implemented in the corporation to facilitate quick and right decision making process regarding the company's HR based on timely and accurate information at a lower cost. But the corporation is yet to use the system's solutions on basic HR functions as it was planned during the implementation period. It is using the current system only for inputting some employee related data like personal data, work experience, educational background, current payroll information and basic employment history. Even if having these information about employee's is very essential and the system has its own very supportive features to facilitate the HRM functions, currently the corporation is more of utilizing traditional recruitment & selection system, human resource planning (HRP) system, providing employee relation services and HR information tracing activities which could be used on basic organizational decisions by sourcing or using employee's data stored traditionally in excel sheets and manual employee personal file besides the system.

The researcher assessed annual reports of HR and facility administration main department and interviewed senior HR officers and IT officers found in the corporation to identify the problems. As a result, the above mentioned problems were resulted from lack of realizing the HRIS's full potential, poor system implementation i.e selecting the right system, providing appropriate training and create awareness on implementers about the overall system implementation and benefits of the system. In addition lack in timely updating of available information in the system and being dependent on manual systems are factors in which influence the decision making activities and human resource service delivery in the corporation.

Therefore, the corporation should know how to use the current system effectively or automating it by a new one. The main intention of this study was to assess the effectiveness of HRIS at Ethiopian Construction Works Corporation (ECWC), to examine its utilization in HR administration department at ECWC and also to give possible recommendations for the improvement and automation of the system in the corporation.

1.3 Research Questions

The study tried to answer the following research questions:
- ➢ What is the effectiveness of HRIS practice of ECWC?
- ➢ To what extent the corporation is utilizing HRIS for HRM Functions?
- ➢ How much has the system automated the activities of HR administration department in ECWC?

1.4 Objectives of the Study

1.4.1 General Objective

The *overall objective* of this study is to assess the effectiveness of HRIS practiced at Ethiopian Construction Works Corporation (ECWC), also to suggest possible solutions for further improvement of the system where needed.

1.4.2 Specific Objective

The *specific objectives* of the study are:-
- ➢ To assess the effectiveness of HRIS practiced on HRM functions of ECWC.
- ➢ To examine the extent in which the corporation is utilizing HRIS for HRM functions.
- ➢ To measure how much the system has automated the activities of HR administration department in the corporation.

1.5 Significance of the Study

These days information is the most important resource everyone should have. As the growing of ICT there is a rise on the use of HRIS in HR departments to facilitate HRM functions by making easy generation of information regarding the HR of an organization. Therefore, the study has the following importance:-

- ✓ As the study was conducted in ECWC, the corporation maybe beneficial from the findings to review and improve the current system,
- ✓ It may indicate how HRIS could be significant to HR division of the organization in transforming the HR systems and facilitating decision making by providing accurate and timely information.
- ✓ The findings may serve as a ground for readers and academicians who want to conduct further studies in related issues.

1.6 Limitation and Delimitation of the Study

Theoretically, HRIS has different modules functioning in HR activities, but the scope of this research was limited on the assessment of its effectiveness in basic HRM functions, which are recruitment and selection, HRP, employee relation and employee information management at ECWC.

The study was focused on assessing the effectiveness of HRIS practiced on HRM functions at ECWC. Therefore geographically; the coverage of the study was in selected departments and sectors at the head office of the corporation. Because the system is implemented and practicing by the collaboration of HR administration department and ICT department found at head office.

In addition, HRIS is an automated and modern system which cannot be implemented and practiced by everyone in the corporation. Therefore, basically, information regarding the system was gathered from professional employees and management members who are involved during the implementation period and who are currently practicing and using the system directly.

There were external constraints which was made the data collection very difficult like, lack of cooperation and commitment of the respondents' to complete the questionnaires, lack of sufficient time by the researcher were the major constraints during the study.

1.7 Organization of the Study

The study was organized under five chapters depending on the general guidelines of SMU. The first chapter deals with the introduction of the research, which includes its background, statement of the problem, research questions, objectives, significance, and limitation/delimitation of the study. The second chapter contains review of the related literature. In the third chapter, the study design and methodology, i.e. research design, research approach, data source & instrumentation, population and sampling procedures, procedures of data collection and methods of data analysis were covered. The fourth chapter includes data presentation, analysis and interpretation. Finally, the fifth chapter presents the summary of findings, conclusions and recommendations of the study.

CHAPTER TWO
REVIEW OF RELATED LITRATURE

2.1 Theoretical Literature

2.1.1 Concepts of Human Resource Management (HRM)

The human resource of an organization is composed of all the efforts, skills or capabilities of all the people who work for the organization. Some organizations may call this 'human resource' as 'staff' or 'workforce' or 'personnel' or 'employees', but the basic meaning remains the same. All those who work for an organization are workers. However, the organizations may call those who do manual work as 'workers' and describe others who do non-manual work as 'staff'. The executives of an organization are supposed to manage its human resource in the most effective manner so that personnel work well in the best interests of the organization, and in their own interests, too (Joshi, 2013).

There is no "best way" to manage people and no manager has formulated how people can be best managed because managing people is not a straightforward thing. People are complex beings that have complex needs. Effective HRM very much depends on the causes and conditions that an organizational setting would provide (Senyucel, 2009).

HRM is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. HRM system as a competence model of organizations; Skills and abilities are treated as inputs from the environment, employee behaviors are treated as throughput; and employee satisfaction and performance are treated as outputs. The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it (Armstrong, 2006).

2.1.2 Human Resource Management (HRM) Functions

HRM functions are concerned with the management and development of people in organizations. They are involved in the development and implementation of HR strategies, policies and people management activities: organization development, human resource planning, talent management, knowledge management, recruitment and selection, learning and development, reward management, employee relations, health and safety, welfare, HR administration, fulfillment of statutory requirements, equal opportunity and diversity issues, and any other matters related to the employment relationship (Armstrong, 2006).

In addition to this, the role of the HRM function is to enable the organization to achieve its objectives by taking initiatives and providing guidance and support on all matters relating to its employees. The basic aim is to ensure that the organization develops HR strategies, policies and practices that cater effectively for everything concerning the employment and development of people and the relationships that exist between management and the workforce. The HR function can play a major part in the creation of an environment that enables people to make the best use of their capacities and to realize their potential to the benefit of both the organization and themselves. (ibid)

In many large international companies the shape of the HRM function is changing rapidly. In particular, change is driven by the grouping of day-to-day transactional HR processes (payroll, training administration, benefits administration, etc) into shared service centers. The rationale for this is to increase efficiency, drive HR costs down and free up time for the remaining HR professionals in the organization to spend their time on matters that add more value to the business. Ideally, if this can be managed properly, the two activities go together: greater efficiency of the HRM function itself is used to create a more concentrated focus on the priority activities that really add value to the organization (Eigenhuis and Dijk, 2008).

2.1.3 Enterprise Resource Planning (ERP)

Enterprise Resource Planning (ERP) systems are core software programs used by companies to integrate and coordinate information in every area of the business. ERP programs help organizations manage companywide business processes, using a common

database and shared management reporting tools. A business process is a collection of activities that takes one or more kinds of input and creates an output, such as a report or plan that is of value to the customer (Monk and Wagner, 2013).

2.1.4   The Concept of Human Resource Information System (HRIS)

As (Hendrickson, 2003) stated that HRIS is the case with any multifaceted organizational information system, HRIS is not limited to the computer hardware and software applications that encompass that technical part of the system, it also has the people, policies, producers and data required to manage the HR function. While (Kovach et al., 2002) believe that HRIS is a systematic process for collecting, storing, maintaining, retrieving and validating data needed by organization about its human resources, personal activities, and organization between human resource management and information technology. (DeSanctis, 1986) mentioned that HRIS merges HRM as a discipline and in exacting basic HR activities and producers with the information technology setting.

2.1.4.1 History and Development of Human Resource Information System (HRIS)

Recent developments in technology have made it probable to make a real time information based, self service, and interactive work environment. Personnel Information Systems have developed from the automated employee recordkeeping from the 1960s into more complex reporting and decision systems of late (DeSanctis, 1986). Today, managers and employees are assuming activities once considered the field of human resource professionals and administrative personnel. As a result, given the authority and relevant accessible information for decision making, both managers and employees react more rapidly to changes (Lengnick-Hall and Lengnick-Hall, 2003).

Human resource departments and the activities they perform have been affected dramatically by enterprise software systems, such as Human Resource Information Systems and executives can now include more human resource information in the equation when making strategic or operational decisions. In addition to their impact on strategic and operational decision making, such systems also have allowed firms to automate human resource processes of a transactional nature (Greer, 2003).

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2.1.4.2 What is Human Resource Information System (HRIS)

HRIS is defined as a computer system used to acquire, store, manipulate, analyze, retrieve, and distribution of information related to human resources. The human resources information system is one of the sub-systems within the framework of information systems that concerns of providing all the historical, present and future information related to human resources, presenting them to the parties interested in these resources whether they are internal or external ones, to determine the value of human resources which are considered the sources that have the highest value in the economic units especially in the service and industrial projects (Al-Tarawneh & Tarawneh, 2012) and (Noe & Gerhard, 2007) cited by Khashman, 2016

In addition, HRIS is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. It is useful for all processes that wants to track and from which they hope to gather data. (Heathfield, 2016)

2.1.4.3 The Benefits of the Human Resource Information System (HRIS)

HRIS represents a great investment decision for organizations of all sizes (Lederer, 1984) discussed why the accuracy and timeline of HRIS is very significant in terms of operating, controlling and planning activities. In this vein, (Becker and Gerhart, 1996) summarized five reasons why companies should use HRIS: to increase competitiveness by improving HR practices, to create a greater number and diversity of HR operations, to transfer the focus of HR from the processing of transactions to strategic HRM, to make the employees part of HRIS, and to reengineer the entire HR role.

According to a survey research (Armstrong, 2009) mentioned top 10 reasons why organization's introducing an HRIS were:

- ✓ To improve quality of information available.
- ✓ To reduce administrative burden on the HR department.
- ✓ To improve speed at which information is available.

- ✓ To improve flexibility of information to support business planning.
- ✓ To improve services to employees.
- ✓ To produce HR metrics.
- ✓ To aid human capital reporting.
- ✓ To improve productivity.
- ✓ To reduce operational costs.
- ✓ To manage people's working time more effectively

2.1.4.4 Challenges to Success of Human Resource Information System (HRIS)

As (Dery et al., 2013) listed out the challenges to success of HRIS are as follows:

- ➢ An inconsistency in the importance attributed to HRIS resulting in difficulties in sustaining management commitment to the project and in obtaining the resources necessary to fully develop the new or upgraded HRIS.
- ➢ A tendency to underestimate the complexity of the HRIS and its impact on the behavior and processes of the organization.
- ➢ The barriers to user acceptance of the HRIS and the consequent underestimation of the importance of change management.

2.1.4.5 Steps to Be Followed in Implementing HRIS

The following steps are involved in developing and implementing an HRIS (Francis, 2011).

i. Step 1 - Inception of idea

The first step of HRIS implementation is the inception of the idea. The need of the organization to have HRIS software must be realized and agreed by the top management. It is an investment and management needs to keep it in mind.

ii. Step 2 - Feasibility study

As this is an investment the feasibility of HRIS must be assessed. It covers the following areas

- ❖ Scope of the software
- ❖ Future benefits after implementation
- ❖ Potential software developers assessment

- ❖ Cost estimate
- ❖ Value addition to business
- ❖ ROI calculation

A proper feasibility study will help the management to make the decision based on facts and figures.

iii. Step 3 - Selecting a project team

As successful implementation largely depends on capability and effort of project team, functional expertise needs to exist within the organization. A system implementation is not the time to train new employees. Expertise must be immediately present and experienced. Know that working on an HRIS/HRMS implementation will be a full-time role for the functional subject matter experts. Consideration needs to be given as to how the operational roles will be backfilled while your employees are busy with the implementation (Chalupiak, 2015).

iv. Step 4 - Defining the requirements

In this step, organizations typically engage in a needs analysis to determine what type of system they will purchase. A needs analysis helps the organization decide on what the system should be capable of doing and what the technical specifications will be, and helps the organization develop an information policy about how the information should be managed with respect to storage and access. Additionally, a needs analysis will provide the firms with a frame work to evaluate vendors of software (Haines and Petit, 1997).

v. Step 5 - Vendor analysis

Selecting the right software developer is another challenge. The capability, track record and good will of the developers must be taken into consideration. The requirement of the organization must be shared with the developers clearly without ambiguity. The existing processes can be clarified with them, if required. After getting clear understanding about the requirement they will come up with their offer that includes cost and specific timeline for project completion. The software requirement specification needs to be documented to avoid ambiguity in future (Francis, 2011).

vi. Step 6 - Training

Training sessions should begin with an overview of the system. Through the knowledge gained during setup and review, time is needed to refine the steps required to use the system to match the internal processes. Training should be focused on the core aspects that prompted the purchase. During this entire process, it is needed to be sure that the need for additional training and implementation assistance. (Dresser, 2017)

vii. Step 7 - Tailoring the system

After finalizing the system requirement specification, the design of the software will be initiated. The design should be shared with the company to identify improvement areas (Francis, 2011).

viii. Step 8 - Collecting data

Decisions will need to be made as to the amount of historical data that will be migrated to the new system. While it can be great to have all the data in one place, there's a large time requirement to complete this task. If it is planning to use a SaaS vendor, ensure that research is made as to any additional costs. If it is chosen to host the system internally, decisions will need to be made as to any necessary history and if archived systems will be required. (Dresser, 2017)

ix. Step 9 - Testing the system

Once the system is developed with data the testing is required. Some organizations call it "User Acceptance Test". The activities involved in this phase focus on getting the system up and running within a controlled environment so that the system can be tested to ensure it is functioning as the organization requires (Ashbaugh & Miranda, 2002).

x. Step 10 - Starting up

After the User Acceptance the software will be installed in user's PC or web as per system configuration and requirement specification (Francis, 2011).

xi. Step 11 - Running in parallel

It is a safe stand to run the existing process whether it is manual or software and the new software run in parallel. In case of any malfunction of the new software the process will not get hampered. At least one full cycle of the process needs to be run in parallel to avoid any technical hitch (Francis, 2011).

xii. Step 12 - Maintenance

Once the software has been installed regular maintenance and performance monitoring is essential. For effectiveness annual maintenance contract can be signed with the software development company (Francis, 2011).

xiii. Step 13 - Evaluation

After running the software for a certain period of time the performance evaluation will be done. What value the software has added since its inception needs to be evaluated (Francis, 2011).

2.2 Empirical Literature

Human resource management is one of the necessary needs of today's business. Human resource management department has a very important role for supply of the human being to main resources of companies. Human resource management department has fundamental role for personnel recruiting, orientation and performance appraisal and so on. An effective Human Resources Management gives chance employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. In working life, the most important value is employees. That is why Human Resources Management is the key factor for success of a business (Burma, 2014).

A number of studies related to HRIS can be found in various HR magazines. However many of them are conceptual or non-empirical studies. The earliest empirical study found was conducted by (Mathys and LaVan, 1982). They conducted a survey to examine stages in the development of HRIS. Nearly 40% of the surveyed organizations did not have a computerized HRIS. Other survey results similarly revealed a relatively low implementation of HRIS (Murdick and Schuster, 1983).

Later, (DeSanctis, 1986) also surveyed the status of HRIS and assessed its operation and relationships to the management information system (MIS) function. (Martinsons, 1994) compared the degree and sophistication in the use of IT for HRM between Canada and Hong Kong. On the one hand, the use of HRIS was less widespread in Hong Kong than in Canada. However he indicated that IT for HRM was applied more in Hong Kong than in Canada. In a recent study, (Ball, 2001) conducted a survey of the use of HRIS in smaller organizations. Her study and others' such as (Martinsons, 1994) showed that smaller organizations are less likely to use HRIS. It is noted that the majority of studies have focused on the status of the use of HRIS and on the HR applications/features that have been integrated as part of HRIS. Little research has been done to address the perceived benefits and potential barriers to the implementation of HRIS. This study is a timely and important one in that examines the current status of HRIS in Hong Kong. It also compares differences in perception between HRIS adopters and non-adopters as well as in the size of organizations in relation to the adoption of HRIS.

As (Chakraborty and A. Mansorb, 2013) found out in their research, it is clear that several factors influence the HRIS adoption. To mention some of the organizational factors such as organizational size, management commitment showed more influencing impact in adopting the system. Moreover, as in this globalization era many organizations are working in a global network, culture of both the country and the organization play an important role as influencing factor in adopting HRIS.

In addition as (Shiri, 2012) findings shows that the system is sometimes complicated and difficult to work, but it has helped to align the HR practices with the organizational strategy, identify improvement areas, and keep abreast with the current practices. It allows an organization to assess and evaluate any gaps or potential risks and increase the commitment of HR professionals to continuous improvement.

Moreover, HRIS can play an important part in an organization's HR function. Results of researches concluded that, it seems that we already say that people are the most important asset, but that we do not often invest in proper processes and systems to capture their skills, competencies, experience, successes, etc. This questions the accuracy of information that is

used for selection decisions and thereby also the accuracy of appointment decisions (ApEigenhuis and Rob van Dijk, 2008).

In addition Being an information system of human resources, it can store voluminous data about the employees, that not only helps in identifying the occupied and unoccupied positions but also whether the person at particular position is fit for the job or not (Shikha and Karishma, 2012).

The study conducted by (Rao, 2015) shows that organization and HR department need to formulate appropriate plans, policies, programs and strategies to make the HRIS function more strategic and improve the quality of services provided by the HR department. It will also be of great help for organization to align and involve the HR function in the process of strategy formulation and implementation.

(Maier et al., 2013) Argues in their study, individual level consequences of HRIS implementations and raises the level of awareness regarding intended or unintended consequences of HRIS implementations. According to the results an HRIS implementation not only has the anticipated effects, but that attitudes toward the new HRIS have an indirect effect on turnover intention that is fully mediated by job satisfaction. The model explains nearly half of the variance of HR staff turnover intention and contributes to technology adoption research by integrating job satisfaction and turnover intention as two important organizational variables. It contributes to HRIS research by introducing individual level consequences as an additional dimension of HRIS implementation success, and to HR identity research by discussing the impact of HRIS implementation on the occupational identity of HR personnel.

(Navaz et al., 2013) concluded that, HRIS has resulted in giving numeric advantages to the company in many ways. Some of them are:
- ✓ State of negligible paper work is almost reduced,
- ✓ Accessing and getting data can be done at a single click,
- ✓ Data manipulation has become simpler and the cost factor has been reduced,
- ✓ It is faster and more efficient processing of data,
- ✓ It is less time consuming,

✓ Operations are more transparency and communications between the users is more efficient.

In conclusion, (Dorel and Bradic-Martinovic, 2011) point the importance of HRIS with the citation of Martyn Sloman12: "Professionals who deal with human resources, and who fail to realize the potential importance of HRIS system will not be able to fulfill their role in the organization. They will not be able to provide information which management need for successfully manage operating costs and development of their employees. Management of the HR department should be more ambitious in terms of their requirements and to unite with the IT sector, to enable better functioning of the system."

A research by (Markos, 2013) recommended that, subsystems of HRIS of organizations should follow the HR policy and procedures of the organizations and continue to develop their capacity for human resources information management. Appropriate policies and procedures are important to ensure that reliable and timely data is feed into the HRIS from across the organizations. In line with this HR executives of the organizations should need to revise the existing recruitment and selections policies to provide various functionalities to meet their organization's goals and objectives. Moreover, identify key information that will be used by management is an essential step in properly managing the human resources information of an organization. This is essential to ensure accurate and timely data entry, and provide managers with easy access to meaningful, standardized reporting formats.

2.3 Conceptual Framework

The human resource information system is vital in decision making upon the issues of human resources. Proper implementation and utilization of human resource management information system contributes in strategic decision making by providing quality information in cost and time. Therefore, the researcher conceptualizes this research on human resource information system in the issues of strategic decision making, quality information, simplicity, cost and time saving.

Cost saving

Time saving

Figure 2.1 Conceptual Frame work of the Study

Source: Developed by the researcher

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach

The study used a quantitative research technique. Among the quantitative techniques, survey method was applied. Thus, data was gathered from sample of management staff and employees via self-administered closed ended questionnaires. As (Zikmund, 2000) defined, survey is a research technique in which information is gathered from a sample of people by the use of a questionnaire.

3.2 Research Design

A research design is a framework developed to control the collection of data. A sufficiently formulated research design would ensure that the information gathered is consistent with the study objectives and that the data are collected by accurate procedures. Descriptive research was employed as a main research method of this study and used to describe the effectiveness of HRIS practiced on HRM functions. Descriptive research method is a method that describes the study systematically, factually and accurately utilizing facts, behaviors and relationship between the phenomenon being studied (Suryabrata, 2003) cited by (Naik et al, 2010).

3.3 Data Sources and Instrument of Data Collection

3.3.1 Data Source

The study has used secondary and primary data sources. The secondary data was collected via detailed review of related literature i.e. Articles, journals, magazines, bulletins, and related documents in the corporation. The researcher has also used primary data that was collected through questionnaire.

3.3.2 Instrument of Data Collection

As the research is intended to assess the effectiveness of the current human resource information system practiced on HRM functions at ECWC, a set of questionnaire was distributed to management members, and employees of the corporation. The questionnaire statements were developed and evaluated on the bases of the Likert scale: Strongly disagree, disagree, neutral, agree and strongly agree to rate the statements.

3.4 Population and Sampling Procedure

3.4.1 Population Size

In order to obtain information about the effectiveness of the HRIS, samples has been selected by using purposive sampling technique. The sample frame selected for the study was composed of the management members and employees of Ethiopian Construction Works Corporation (ECWC). ECWC has a CEO office which has 7 direct reporting departments, 6 sectors named Corporate Service Sector (CSS), Transport Infrastructure Construction Sector (TICS), Water Infrastructure Construction Sector (WICS), Building Technology and Construction Sector, Dam and Irrigation Management Sector, Construction Machineries and Equipments Management and Maintenance Sector each of them are headed by Deputy CEOs.

As the system is implemented at head office, Human Resource Administration Department of the corporation, the student researcher was intended to collect data from selected management members and employees of selected departments under CEO, and Corporate Service Sector, which are directly involved on the implementation and practice of the system, from who are involved in the corporation's report preparation, and those who required services from the HR administration department.

3.4.2 Sample Size

So as to determine sufficient sample size, a stratified random sampling was applied. The total numbers of management members and employees in the sample frame was 255. From which 155 were selected for running the survey questionnaire by using Taro Yamane's (1967) sampling size calculation $(V=N/(1+Ne^2)$.

As indicated in Table 3.1, 155 (60.8%) of the management members and employees was incorporated in the study.

Table 3.1: Sample frames and proportionate sampling

Place of Work	Population Size	Planned Sample Size
Selected Departments under CEO		
ICT Department	11	7
Corporate Planning and Strategic Management Department	12	8
Corporate Communication Affairs Department	16	10
Selected Departments under Corporate Service Sector		
HR Administration Department	61	36
Financial Management Department	101	60
Procurement Department	48	30
Insurance Team	6	4
Total	**255**	**155 (60.8%)**

(**Source:** ECWC Human Resource Administration Department, January 2017)

3.5 Procedures of Data Collection

In this study, the data collection procedure was started by developing two types of questionnaires as an instrument to collect data, and instruments were reproduced according to the number of the sample size of the study. The researcher was taken permission from the corporation's concerned authority after explaining the purpose of the study. Then after permission was approved, questionnaires have been distributed to the respondents. Even though, the purpose of the questionnaire has been clearly indicated in the questionnaires the researcher also made face-to-face interaction and give awareness about the purpose of the study while distributing the questionnaires.

3.6 Methods of Data Analysis

The data analysis for the research was descriptive type. The student researcher has examine the collected data in order to find constructs, themes and patterns that can be used to describe and explain the phenomenon being studied.

Descriptive statistics analysis was applied for the presentation, interpretation and discussion parts on various categories of the evaluation system. Frequency tables, charts, graphs and percentages were used as appropriate to present, analyze and interpret the results of the study. The data gathered through questionnaires was coded, entered into computer, analyzed and presented in the form of charts, diagrams, and tables by using SPSS (Statistical Package for the Social Sciences) version 20 software packages. Finally, conclusions were made based on the findings of the study and recommendations were forwarded on the basis of the data analyzed.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The primary focus of this study was "to assess the effectiveness of Human Resource Information System (HRIS) practiced at Ethiopian Construction Works Corporation". Data regarding the study were gathered from key informants using two types of structured questionnaires responded by HR & IT professionals and management members & employees of the corporation.

A total of 155 questionnaires were distributed. Out of which, 137 (88.4%) of the questionnaires were filled and returned to the researcher. The presentation, analysis and interpretation of the questionnaires will be done in this chapter using tables and texts. The first part of the questionnaires consists of demographic information of the respondents are presented by subsequent tables. The second part of the questionnaires presents the frequency of responses by categorizing the questions found on each type of questionnaires according to their contribution to measure and answer the study variables and basic questions indicated in this study.

4.2 Data Analysis Derived from HR and IT Professionals' Responses

Out of 24 questionnaires distributed to the corporation's HR and IT professionals who were involved in the implementation of the system and currently working on it, 24 (100%) complete responses were completed and returned. Based on the questionnaire, responses are presented, analyzed and interpreted as follows.

4.2.1 Demographic Information of Respondents

This part of the questionnaire includes responses on personal or background information obtained from the questionnaire distributed for IT and HR professionals. In which it is illustrated clearly on the following table.

Table: 4.1 General Information of Respondents'

(N=24)

Personal Information	Responses	Frequency	Percent
Sex	Male	13	54.8
	Female	11	45.2
	Total	**24**	**100**
Age	20-29	11	45.2
	30-39	13	54.8
	Total	**24**	**100**
Educational Background	Diploma	3	12.5
	1st Degree	18	75
	2nd Degree	3	12.5
	Total	**24**	**100**
Service Year	0-5	10	41.7
	6-10	8	33.3
	11-15	5	20.8
	16-20	1	4.2
	Total	**24**	**100**

Source: Own field survey, May 2017

The above table 4.1 presents the demographic characteristics of the respondents. The table clearly shows that out of 24 responses, majority of the respondents (54.8%)were males and 45.2% of the respondents were females. Table4.1 also shows that out of 24 respondents, 54.2% were between the age group of 30-39 and 45.8% were between the age group of 20-29. Out of 24 responses, majority which represents 75% of the respondents were holding first degree, 12.5% of respondents were holding second degree and the same number of the participants were diploma holders. In addition, 47.7% respondents worked from 0-5 years, 33.3% participants worked 6-10 years, 20.8% of the participants worked from 11-15 years and 1 respondent worked from 16-20 years.

4.2.2 Responses for the Questions Related to HRIS

This part discusses the responses given for the questions related to human resource information system (HRIS) obtained from the questionnaire distributed for IT and HR professionals.

4.2.2.1 Category I: Responses on Pre-requisites of implementation of the system

This category shows how much was the corporation's effort to implement the current HRIS. With this regard responses are presented in the following table.

Table: 4.2 Responses on Pre-requisites of Implementation

(N=24)

Questions	Response Options	Frequency	Percent
1. Annual plan of the human resource administration department is clearly communicated.	Strongly Disagree	1	4.2
	Disagree	14	58.3
	Neutral	4	16.7
	Agree	3	12.5
	Strongly Agree	2	8.3
	Total	**24**	**100**
2. Utilizing the HRIS is part of the human resource administration department's strategic plan.	Strongly Disagree	1	4.2
	Disagree	6	25.0
	Neutral	3	12.5
	Agree	12	50.0
	Strongly Agree	2	8.3
	Total	**24**	**100**
3. The corporation sets standards that should be fulfilled when it decided to introduce the system (HRIS).	Strongly Disagree	-	-
	Disagree	15	62.5
	Neutral	5	20.8
	Agree	2	8.3
	Strongly Agree	2	8.3
	Total	**24**	**100**
4. I am aware of why the HRIS is implemented.	Strongly Disagree	5	20.8
	Disagree	7	29.2
	Neutral	3	12.5

	Agree	7	29.2
	Strongly Agree	2	8.3
	Total	**24**	**100**
5. I was involved on the decision of implementing the HRIS.	Strongly Disagree	10	41.7
	Disagree	7	29.2
	Neutral	1	4.2
	Agree	5	20.8
	Strongly Agree	1	4.2
	Total	**24**	**100**
6. I am highly initiated to work on the HRIS	Strongly Disagree	1	4.2
	Disagree	4	16.7
	Neutral	1	4.2
	Agree	8	33.3
	Strongly Agree	10	41.7
	Total	**24**	**100**
7. Appropriate training was given for HR professionals during the implementation of the HRIS.	Strongly Disagree	13	54.2
	Disagree	4	16.7
	Neutral	2	8.3
	Agree	3	12.5
	Strongly Agree	2	8.3
	Total	**24**	**100**
8. HR professionals understand how to use the HRIS.	Strongly Disagree	4	16.7
	Disagree	9	37.5
	Neutral	3	12.5
	Agree	7	29.2
	Strongly Agree	1	4.2
	Total	**24**	**100**

Source: Own field survey, May 2017

Table 4.2 shows that, majority of the respondents (62.5%) believed that the annual plan of the department didn't clearly communicated. Regarding including the utilization of HRIS in the department's strategic plan, 58.3% of the respondents replied positively. On the other hand, results on the same table show that most respondents (62.5%) replied that standards didn't set by the corporation before the implementation of the system. About the awareness of the system implementers and providing appropriate trainings for HR professionals, 70.9% of the respondents' replied unfavorable responses on both issues. And majority of

the respondents also didn't believe that HR professionals understand how to use the system. But the employees' still are initiated to work on the system. The results obviously show that even though the department's strategic plan includes utilizing the system it was not clearly communicated. Moreover, most of the respondents disagreed other pre-conditions like setting standards, giving appropriate trainings and insuring the awareness and initiation of implementer's and involving them in the decision of implementation of the system didn't applied.

4.2.2.2 Category II: The level of utilization of the System on HRM functions

This category measures the extent to which the corporation is utilizing the current HRIS to meet its strategic plan. In this category responses which can measure the extent of utilization of the system in the corporation presented in the table below.

Table 4.3: Frequency of respondents on the extent of utilization of the system

(N=24)

Questions	Response Options	Frequency	Percent
1. The corporation is using HRIS for recruitment and selection process.	Strongly Disagree	13	54.2
	Disagree	4	16.7
	Neutral	2	8.3
	Agree	3	12.5
	Strongly Agree	2	8.3
	Total	**24**	**100**
2. HRIS helps to retrieve previous work experience and education qualifications of employees for promotion process.	Strongly Disagree	5	20.8
	Disagree	5	20.8
	Neutral	2	8.3
	Agree	8	33.3
	Strongly Agree	4	16.7
	Total	**24**	**100**
3. HRIS helps in identifying potential/competent candidates through e-recruitment.	Strongly Disagree	5	20.8
	Disagree	10	41.7
	Neutral	1	4.2
	Agree	6	25.0
	Strongly Agree	2	8.3
	Total	**24**	**100**

4. The corporation is using HRIS for human resource planning.	Strongly Disagree	11	45.8
	Disagree	4	16.7
	Neutral	4	16.7
	Agree	2	8.3
	Strongly Agree	3	12.5
	Total	**24**	**100**
5. HRIS helps to identify occupied and vacant positions in the corporation.	Strongly Disagree	4	16.7
	Disagree	8	33.3
	Neutral	3	12.5
	Agree	5	20.8
	Strongly Agree	4	16.7
	Total	**24**	**100**
6. HRIS used to forecast the future HR needs of the corporation.	Strongly Disagree	2	8.3
	Disagree	11	45.8
	Neutral	3	12.5
	Agree	6	25.0
	Strongly Agree	2	8.3
	Total	**24**	**100**

Source: Own field survey, May 2017

In examining the extent to which the corporation is utilizing the system, majority of the respondents replied the corporation is not utilizing the system for recruitment and selection process and HRP. Similarly, majority of the respondents responded that the system is not helping to identify competent candidates and occupied & vacant positions in the corporation. Moreover 54.1% of the respondents replied that the corporation is not using the system to forecast the future HR needs. Contrarily, almost half of the respondents believed that the corporation is utilizing the system to retrieve work experiences and educational backgrounds for promotion purpose. This implies that somehow the corporation is utilizing the system for limited numbers of functions but not on all functions of HRM.

4.2.2.3 Category III: Simplicity of the system &easy access of information

This category shows whether the HRIS is effective in terms of allowing easy access of information available on the system and its simplicity to users. With this regard responses are presented in the following table.

Table 4.4: Frequency of respondents regarding the simplicity of the system and easy access of information

(N=24)

Questions	Response Options	Frequency	Percent
1. The HRIS is flexible and I am satisfied of the system.	Strongly Disagree	2	8.3
	Disagree	12	50.0
	Neutral	7	29.2
	Agree	2	8.3
	Strongly Agree	1	4.2
	Total	**24**	**100**
2. HRIS made employee's data fully available and easily accessible.	Strongly Disagree	4	16.7
	Disagree	9	37.5
	Neutral	1	4.2
	Agree	7	29.2
	Strongly Agree	3	12.5
	Total	**24**	**100**
3. HRIS allows employees to review their own personal information from the system.	Strongly Disagree	7	29.2
	Disagree	7	29.2
	Neutral	2	8.3
	Agree	4	16.7
	Strongly Agree	4	16.7
	Total	**24**	**100**

Source: Own field survey, May 2017

The flexibility of the current system was examined and respondents replied that the system is not flexible. Similarly, majority of the respondents shows their argument on the full accessibility & availability of employees' data on the system and on allowing employees to review their own personal information from it. Accordingly, we can infer that the system has issues on its flexibility and easy accessibility of information.

3.2.2.4 Category IV: Quick access of information

Responses shown under this category planned to answer if the system allows quick access of information, or to measure the time taken by the system on providing accurate information. Responses under this category are presented as follows.

Table 4.5: Frequency of Respondents on which shows the quick access of information

(N=24)

Questions	Response Options	Frequency	Percent
1. HRIS is effective in decreasing the time spend on recruitment and selection process in the corporation.	Strongly Disagree	6	25.0
	Disagree	9	37.5
	Neutral	1	4.2
	Agree	7	29.2
	Strongly Agree	1	4.2
	Total	**24**	**100**
2. Employee relation services are provided on time after employees acquire.	Strongly Disagree	1	4.2
	Disagree	3	12.5
	Neutral	4	16.7
	Agree	16	66.7
	Strongly Agree	-	-
	Total	**24**	**100**
3. HRIS saves the time spent on processing paperwork & correcting errors.	Strongly Disagree	5	20.8
	Disagree	6	25.0
	Neutral	2	8.3
	Agree	4	16.7
	Strongly Agree	7	29.2
	Total	**24**	**100**
4. HRIS has decreased the time spent on communicating HR information within the corporation.	Strongly Disagree	4	16.7
	Disagree	8	33.3
	Neutral	1	4.2
	Agree	7	29.2
	Strongly Agree	4	16.7
	Total	**24**	**100**

Source: Own field survey, May 2017

In response to the effectiveness of the system in decreasing the time spends on recruitment and selection process and on disseminating HR information, majority of the respondents give their answers by opposing the statements. But large number of the respondents (66.7%) are witnessed that employee relation services provided on time. While half of the respondents observed the effectiveness of the system and the half observed its ineffectiveness on saving the time spent on processing paperwork & correcting errors. From the above analysis we can understand that, the current system practiced in the corporation is not effective with regard to decreasing the time spend on various HR activities in HR administration department. Although, it is effective in minimizing the time used up on providing employee relation services.

4.2.2.5 Category V: Cost effectiveness of HRIS

This category measures if the HRIS is cost effective in terms of data storage and manipulating accurate information for decision making. Responses in this regard are presented in the table below.

Table 4.6: Frequency of responses which shows the cost effectiveness of the system

(N=24)

Questions	Response Options	Frequency	Percent
1. The HRIS is effective in decreasing costs of recruitment and selection.	Strongly Disagree	6	25.0
	Disagree	8	33.3
	Neutral	3	12.5
	Agree	5	20.8
	Strongly Agree	2	8.3
	Total	**24**	**100**
2. The HRIS is effective in terms of cost saving and quick decision making.	Strongly Disagree	5	20.8
	Disagree	7	29.2
	Neutral	2	8.3
	Agree	6	25
	Strongly Agree	4	16.7
	Total	**24**	**100**

Source: Own field survey, May 2017

HRIS system should be implemented to make timely decisions by using accurate information to minimize expenses of HR activities. The above table shows that, responses upon the cost effectiveness of the system are unfavorable. Which is 58.3% of the respondents replied the system is not minimizing costs of recruitment and selection. And majority of the respondents were not accepting the cost effectiveness of the system by helping to make quick decision making. So that, it is obvious that the system is not helping HR activities to be practiced in cost effective manner in the corporation.

4.2.2.6 Category VI: Automation of HR administration department

This category indicates if the HRIS is contributed enough to the automation of HR administration department of the corporation. Therefore, in this category responses by participant are presented as follows.

Table 4.7: Frequency of respondents on the automation of the department

(N=24)

Questions	Response Options	Frequency	Percent
1. The system improves and make fast the overall activities of HR.	Strongly Disagree	8	33.3
	Disagree	4	16.7
	Neutral	1	4.2
	Agree	8	33.3
	Strongly Agree	3	12.5
	Total	**24**	**100**
2. The information generated from the HRIS has added value to the corporation.	Strongly Disagree	8	33.3
	Disagree	1	4.2
	Neutral	2	8.3
	Agree	8	33.3
	Strongly Agree	5	20.8
	Total	**24**	**100**

Source: Own field survey, May 2017

As the above table shows us, even though majority (50%) of the respondents replied the system is not improving activities of HR, for the same question almost closed numbers of respondents perceived it positively. In addition 54.1% of the respondents are positive that the information generated from the HRIS has added value to the corporation which means

HRIS is improving the strategic role of the department in the corporation. Therefore, the results show the positive contribution of the system in improving the overall activities of HR department and it generates information which can add value to the corporation.

4.2.2.7 Category VII: The satisfaction level of the system implementers

In this category the student researcher tried to measure the satisfaction level of HR and IT professionals who were involving on the implementation of the current HRIS. Accordingly, results are presented as follows.

Table 4.8: Frequency of Respondents on which shows the satisfaction level of respondents

(N=24)

Questions	Response Options	Frequency	Percent
1. I am actively working with the HRIS.	Strongly Disagree	2	8.3
	Disagree	6	25.0
	Neutral	8	33.3
	Agree	6	25.0
	Strongly Agree	2	8.3
	Total	**24**	**100**
2. Overall I am satisfied with the current HRIS.	Strongly Disagree	11	45.8
	Disagree	5	20.8
	Neutral	4	16.7
	Agree	3	12.5
	Strongly Agree	1	4.2
	Total	**24**	**100**
3. The Current HRIS could be better utilized.	Strongly Disagree	2	8.3
	Disagree	4	16.7
	Neutral	2	8.3
	Agree	4	16.7
	Strongly Agree	12	50.0
	Total	**24**	**100**

Source: Own field survey, May 2017

Whether to improve the utilization level of the current system or to replace the current system by a new one it is needed to measure the satisfaction level of the users on the

current system in the corporation. Therefore, as responses are shown regarding this, equal numbers of responses were given for all response options to express respondents' are currently working on the system actively or not. Moreover, to measure the satisfaction level of implementers' out of which 66.6% of the respondents were unsatisfied of the current system and about 66.7% of the respondents believed that the current system could be better utilized. In this analysis, it is clear that users of the system are not satisfied but if the corporation is initiated to use the current system the system has its own very supportive features to be better utilized.

4.3 Data Analysis Derived from Management Members' and Employees' Responses

Out of 131 questionnaires distributed to assess the general insight of management members' and employees' of the corporation on the HR administration department activities, 113 (86.3%) complete responses were returned from the respondents.

4.3.1 Demographic Information of Respondents

This presentation of the questionnaire includes personal or background information obtained from the questionnaire distributed for management members' and employees' of the corporation. In which it is illustrated clearly as follows.

Table: 4.9 General Information of Respondents'

(N=113)

Personal Information	Responses	Frequency	Percent
Sex	Male	68	60.2
	Female	45	39.8
	Total	**113**	**100**
Age	20-29	39	34.5
	30-39	43	38.1
	40-49	25	22.1
	50-59	6	5.3
	Total	**113**	**100**
Educational Background	Diploma	38	33.6

	1st Degree	63	55.8
	2nd Degree	12	10.6
	Total	**113**	**100**
Service Year	0-5	35	31.0
	6-10	41	36.3
	11-15	19	16.8
	16-20	6	5.3
	21-25	7	6.2
	26-30	3	2.7
	Above 30	2	1.8
	Total	**113**	**100**

Source: Own field survey, May 2017

The above table 4.9 presents the demographic characteristics of the respondents. The tableclearly shows that out of 113 responses, majority of the respondents (60.2%)were males and 39.8% of the respondents were females. Table4.9 also shows that out of 113 respondents, 38.1% were between the age group of 30-39,34.5% were between the age group of 20-29, 22.1% were between 40-49 and 5.3% were between the age group of 50-59. Out of 113 responses, majority which represents 55.8% of the respondents were holding first degree, 33.6% of the participants were diploma holders, and 10.6% were holding second degree. In addition,with regard to respondents' service year in the corporation, majority of the respondents (36.3%)worked 6-10 years, 31% of respondents worked from 0-5 years, 16.8% of the participants worked from 11-15 years,6.2% of the participants worked from 21-25 years, 5.3% of the respondents worked from 16-20 years, 2.7% of the participants worked 26-30 years and the rest of respondents worked for greater than 30 years.

4.3.2 Responses for the Questions Related to HR Administration Department Activities

This part of the discussion deals with displaying, analyzing and interpreting the responses given for the questions related to HR administration department activities obtained from management members' and employees' of the corporation. For each category, the data were presented in table using frequency, and percentage.

4.3.2.1 Category I: The level of utilization of the System

This category measures the extent to which the corporation is utilizing the current HRIS to meet its strategic plan. In this category responses which can measure the extent of utilization of the system in the corporation presented in the table below.

Table 4.10: Frequency of respondents on the utilization of the system

(N=113)

Questions	Response Options	Frequency	Percent
Every of my employment information and other related documents are available in HR administration department.	Strongly Disagree	14	12.4
	Disagree	26	23.0
	Neutral	16	14.2
	Agree	45	39.8
	Strongly Agree	12	10.6
	Total	**113**	**100**

Source: Own field survey, May 2017

The first utilization matter of an HRIS is storing available HR data in the system. As responses shown in the above table 4.10,more than half of the respondents are believed and witnessed that their employment information and other related documents are available in HR administration department. This is therefore implies that the corporation is utilizing the system in storing employment information & related documents of employees' in the system.

4.3.2.2 Category II: Simplicity of the system & easy access of information

This category shows whether the HRIS is effective in terms of allowing easy access of information available on the system and its simplicity to users and employees. In this category responses which can measure the simplicity of the system on easy accessing and manipulating every of HR information are presented in as follows.

Table 4.11: Frequency of respondents regarding the simplicity of the system and easy access of information

(N=113)

Questions	Response Options	Frequency	Percent
1. I can review my personal and employment information from a database system in HR administration department.	Strongly Disagree	44	38.9
	Disagree	41	36.3
	Neutral	14	12.4
	Agree	13	11.5
	Strongly Agree	1	.9
	Total	**113**	**100**
2. I always acquire HR information by any category I asked.	Strongly Disagree	21	18.6
	Disagree	43	38.1
	Neutral	16	14.2
	Agree	31	27.4
	Strongly Agree	2	1.8
	Total	**113**	**100**

Source: Own field survey, May 2017

Regarding the simplicity of the system and easy manipulation of data available in it, substantial numbers of respondents which were representing 75.2% of the respondents cannot review their personal and employment information from the current system. In addition, majority of the respondents are also believed that information regarding the corporation's HR is not accessing & disseminating by any category they want. From the analysis we can infer that, the system is not simple on self serve of information accessibility and manipulation of data to disseminate HR information by any category.

4.3.2.3 Category III: Quick access of information

Responses shown under this category planned to answer if the system allows quick access of information, or to measure the time taken by the system on providing accurate information. Responses under this category are presented on the following table.

Table 4.12: Frequency of Respondents on which shows the quick access of information

Questions	Response Options	Frequency	Percent
1. Decisions are made quickly in HR administration department.	Strongly Disagree	13	11.5
	Disagree	40	35.4
	Neutral	16	14.2
	Agree	43	38.1
	Strongly Agree	1	.9
	Total	**113**	**100**
2. Promotion process is quick after any vacancy announcement.	Strongly Disagree	14	12.4
	Disagree	44	38.9
	Neutral	14	12.4
	Agree	40	35.4
	Strongly Agree	1	.9
	Total	**113**	**100**
3. Employee relation services (work experience, recommendation letters, pension processes…) are not time taking.	Strongly Disagree	5	4.4
	Disagree	26	23.0
	Neutral	19	16.8
	Agree	54	47.8
	Strongly Agree	9	8.0
	Total	**113**	**100**
4. I always acquire information regarding the corporation's human resource as soon as I asked.	Strongly Disagree	21	18.6
	Disagree	43	38.1
	Neutral	16	14.2
	Agree	31	27.4
	Strongly Agree	2	1.8
	Total	**113**	**100**

Source: Own field survey, May 2017

HRIS helps to minimize the time spend on making HR decisions, on processing HR activities and manipulation of HR data. With this regard, results on the above table show, majority of the respondents believed that decision making processes and promotion processes are time taking in the HR administration department of the corporation. Similarly, 56.7% of the respondents are not satisfied by the time taken to acquire

information regarding the corporation's HR. Contrarily, more than half of the respondents which represents 55.8% of the respondents are satisfied by the quick delivery of employee relation services. Here we can understand that, mostly, the system is not effective in terms of minimizing the time spend on decision making and other HR activities. However, the system is effective on retrieving timely data to provide timely employee relation services.

4.3.2.4 Category IV: Accuracy of information

This category shows if the HRIS is effective in terms of providing accurate information for the decision making process regarding the HR of the corporation. Therefore, in this category responses which allow to shows the accuracy of information provided by the system are presented in the flowing table.

Table 4.13: Frequency of Respondents on the accuracy of information

(N=113)

Questions	Response Options	Frequency	Percent
1. The corporation's recruitment and selection process is fair.	Strongly Disagree	14	12.4
	Disagree	40	35.4
	Neutral	17	15.0
	Agree	37	32.7
	Strongly Agree	5	4.4
	Total	**113**	**100**
2. Work place's vacant positions filled when needed by the right personnel.	Strongly Disagree	5	4.4
	Disagree	47	41.6
	Neutral	24	21.2
	Agree	34	30.1
	Strongly Agree	3	2.7
	Total	**113**	**100**

Source: Own field survey, May 2017

With regards to the availability of accurate information, table 4.13 shows that majority of respondents (47.8%) believed the corporation's recruitment and selection process is unfair. On the same table, majority of the respondents are replied unlikely for the question on the appointment of qualified personnel on the vacant places in the corporation. Therefore,

from the results we can conclude that in the corporation the process of recruitment & selection and placement of the right personnel on the vacant positions lacks availability of accurate information and biased by individuals.

4.3.2.5 Category V: Automation of HR Administration Department

This category indicates if the HRIS is contributed enough to the automation of HR administration department of the corporation. Therefore, in this category responses by participant are presented as follows.

Table 4.14: Frequency of respondents on the automation of the department

(N=113)

Question	Response Options	Frequency	Percent
The overall HR Administration services are improved in the corporation.	Strongly Disagree	13	11.5
	Disagree	31	27.4
	Neutral	15	13.3
	Agree	52	46.0
	Strongly Agree	2	1.8
	Total	**113**	**100**

Source: Own field survey, May 2017

Results as shown in the above table, 47.8% of the respondents believed that the overall HR administration services are improved in the corporation. As a result, we can infer that the system is automating the department's activities relatively from pervious times.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

As we have seen in the previous chapter, the results of the study obtained through the two types of questionnaires distributed to management members and employees of ECWC were presented, analyzed and interpreted. Based on the analysis made, summary, conclusions and recommendations of the study are carried out in this chapter.

5.1 Summary

In this part of the study, the summary of findings derived from the analysis of the results of the study found through the questioners distributed for IT & HR professionals and management members' & employees' in the corporation will be discussed in line with the specific objectives of the research.

1. As the first objective of this study was to assess the effectiveness of HRIS practiced on HRM functions at ECWC, results found under each study dimensions to measure the effectiveness of the HRIS are discussed as follows:

   a. **Pre-requisites of implementation**

As the study discovered, more than half of the respondents replied positively that the department includes utilizing the HRIS on its strategic plan which is the first condition to introduce a system. But majority of the respondents believed that there was no clear communication of the department's strategic plan. In addition, majority of the respondents replied that the very essential preconditions were not applied during the implementation stage of the system. According to the results, there was lack of giving appropriate trainings that makes implementers aware of the system by involving them in the decision of the system implementation.

   b. **Easy access of information**

As responses on this category indicated, majority of the respondents replied unfavorably for the questions forwarded to them. Respondents argued on the flexibility of the system, on the full accessibility & availability of employees' data on the system and on the authority for employees' to review their personal information from the system, also argued on the distribution of any kind of HR information. This implies that there is unfilled gap regarding the flexibility of the system, availability and easy accessibility of information.

c. Quick access of information

Results of the study on the time spend to access information shows, majority of the respondents oppose that the system is minimizing the time spends on communicating HR information for those who asked, on basic HRM functions, on decision making process of HR administration department. Contrarily, majority of respondents accepted that employee relation services provided on time in the corporation. Generally, the current HRIS is not effective regarding minimizing the time spending to access data in the department. Whereas there is an encouraging practice of timely providing employee relation services for those who are asked.

d. Accuracy of information

Based on the results found from respondents on the availability and accessibility of accurate information majority of the respondents believed recruitment and selection process is unfair in the corporation and also replied unlikely for the question indicated vacant positions in the corporation filled by the right personnel. Based on these evidences, it is possible to infer that there is lack in accessing and providing accurate information to make HR activities practiced fairly and properly in the corporation.

e. Cost effectiveness of HRIS

As the results of the study shows, Majority of the respondents opposed that the system is effective in decreasing cost of recruitment & selection and in the same way responses are resulted on the effectiveness of the system in terms of cost saving by quick decision

making process. Therefore, it is possible to conclude that the system as a whole is not cost effective.

f. The satisfaction level of the system implementers

Results exposed that, the majority (66.6%) of respondents are not satisfied with the current system. Likewise, 66.7% of the respondents accepted that the current system could be better utilized. Based on this evidence, it is possible to conclude that implementers are not satisfied of the system even though they believed that the system was not utilized as it should be.

2. The second objective of the study was to examine the extent in which the corporation is utilizing HRIS for HRM functions. Thereby, the results found to assess the utilization level of the system will discussed as follows.

The level of utilization of the System

Concerning the utilization of the system, the study results revealed, majority of the respondents are not satisfied with the corporation's utilization of the system for major HRM functions. As these functions are basic for the department, it is not fully utilizing the system to identify competent candidates for recruitment and selection process, identifying occupied and vacant positions and forecasting the future HR needs for HR planning function of the corporation. Other than those responses, almost half of the respondents consent that the corporation is utilizing the system to retrieve work experiences and educational backgrounds for promotion purpose. Similarly, more than half of the respondents are believed that their employment information and other related documents are available in HR administration department. This shows that there is a limited utilization of the system when it compares to the supporting feature of a HRIS system.

3. As measuring how much the system has automated the activities of HR administration department in ECWC was the study's third objective, results which could give insight about it will be discussed under here.

Automation of HR administration department

Results of the study revealed that, about more than half of the respondents (54.1%) believed the information generated from the system has added value to the corporation. Likewise, majority of the respondents also believed that the overall services provided by the department are improved. These results help to conclude that the system has contribution on the overall automation level of the HR administration department in the corporation.

5.2 Conclusions

Human Resources Information System (HRIS), is a system that assist the organizations in storing voluminous data about the employees and let the organization keep track of their employees and information about them. Therefore, implementing and utilizing an effective HRIS is not an option for HR department it is a must.

To make a system effective, following a proper implementation stages is important. In introducing an HRIS, as a pre-condition it needs to prepare the organization for the new system. When we say preparing the organization it will cover procedures the organization must be followed from the planning stage of the system to the final stage of implementation.

The effectiveness of a system is measured in terms of availability of accurate information, simplicity of the system, time saving and cost effectiveness of the system. If a system is effective, decision making regarding the HR of an organization, the HR activities and over all the efficiency and effectiveness of the HR department will be improved.

From the findings of the study the researcher concluded that:

❖ The overall HR administration activities are encouragingly automated relatively from the previous times.

❖ Even though the corporation introduced an HRIS, the very essential pre-requisites which make the system effective for its intended purpose were not adequately applied on the implementation stage.

❖ The effectiveness of the system in regards to its flexibility, simplicity, on providing accurate information, on minimizing HRM function's time and costs, satisfaction of users on the system put its effectiveness in question.

❖ The corporation is using the system for limited HR activities.

5.3 Recommendation

The findings revealed that the problems mentioned in the conclusion of this study arouse or resulted from lack of fulfilling pre conditions during the introductory stage of the current system. Therefore, the corporation should revise or re-introduce the current system and make possible adjustments on its operation by addressing the following conditions.

✓ Revise the existing standards in which the corporation was sets as a specific need or output from the system during the introduction of the current system. This includes assessing the positive and the negative outcomes of the current system. From the outcomes try to find out if the existing standards were encountered and if they were beyond or under the system's capability. Hence, from the gaps found it will assist to set new standards accordingly from the extent to which the corporation wants to work on the system currently.

✓ Creating awareness on the current system for users because the study results shows that there were a gap in creating awareness of users during the introductory stage of the current system. So they can understand why the system is needed, and it will initiate all users to work on the system.

✓ Providing appropriate and continuous training programs for the system users. It will help them to start working on the system properly, improve their understanding how they can work on the system easily, it will help them to identify the available supportive features they can use in the system, in inputting or storing accurate data in

to the system, with practice the time takes to them in accessing the data and to manipulate the information will minimize.

✓ Place qualified IT personnel on the database system who can assist HR professionals when they face difficulties during practicing or working on the system.

Findings also revealed that, the system users believed the existing system could be better utilized on HRM functions. For that reason, the corporation should enhance the system's effectiveness by utilizing the sub-systems of the existing system. This includes:

✓ Utilizing the system in HR planning process. This system will help to provide accurate information regarding the occupied and vacant positions available in the corporation by cost and time saving technique.

✓ Utilizing the system in recruitment and selection process. Using the information generated from the HRP, this subsystem will help the corporation to fill vacant positions by the right personnel at the right time and at a minimum cost. This sub system will help the process from the vacancy announcement to the promotion or hiring decision.

✓ Utilizing the system in accessing and distributing accurate HR information easily timely and by any category.

✓ Allowing employees to review their personal information from the data base system by giving the right only to view not to edit their information.

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APPENDICES

St. Mary's University

School of Graduate Studies (General MBA)

Questionnaires to be filled by HR Professionals and IT Professionals of ECWC

Dear Respondent,

I am a student of MBA from St. Mary's University School of graduates, conducting a research on the topic *An Assessment on the Effectiveness of HRIS practiced on HR function in Ethiopian Construction Works Corporation.* Since this questionnaire is for academic purpose, your genuine responses have great importance for the successful completion of the study. I assure you that all the information provided in this survey will be kept confidential and anonymous. Furthermore, you will not be identified in the thesis or in any report or publication based on this research.

(NB: There is no need of writing your name in any part of this questionnaire!)

Contact address of the researcher

    Wubirist Eshetie

        Mobile: +251 911 447644

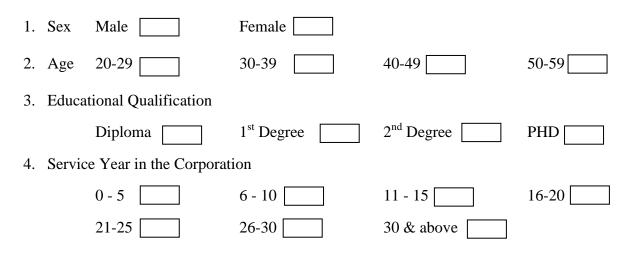   E-mail: wubitt@yahoo.com

Thank you in advance for your honest responses and cooperation.

Sincerely Yours,

Wubirist Eshetie

Part I: Personal Information

Please, kindly indicate your preference among the alternative answers for each question by marking(x) in the appropriate box.

1. Sex   Male [ ]   Female [ ]

2. Age   20-29 [ ]   30-39 [ ]   40-49 [ ]   50-59 [ ]

3. Educational Qualification

   Diploma [ ]   1st Degree [ ]   2nd Degree [ ]   PHD [ ]

4. Service Year in the Corporation

   0 - 5 [ ]   6 - 10 [ ]   11 - 15 [ ]   16-20 [ ]

   21-25 [ ]   26-30 [ ]   30 & above [ ]

PART II: Questionnaire regarding the current Human resource information system of the corporation

Please, indicate your choice by marking (x) in the appropriate box in front of each question.

No	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Annual plan of the human resource administration department is clearly communicated.					
2	Utilizing the HRIS is part of the human resource administration department's strategic plan.					
3	The corporation sets standards that should be fulfilled when it decided to introduce the system (HRIS).					
4	I am aware why the HRIS is implemented.					
5	I was involved on the decision of implementing the HRIS.					
6	I am highly initiated to work on the HRIS					
7	I am actively working with the HRIS.					
8	Appropriate training was given for HR professionals during the implementation of the HRIS.					
9	HR professionals understand how to use the HRIS.					

#	Statement					
10	The HRIS is flexible and I am satisfied of the system.					
11	The HRIS is not complicated and makes HR activities simple.					
12	The corporation is using HRIS for recruitment and selection process.					
13	HRIS helps to retrieve previous work experience and education qualifications of employees for promotion process.					
14	HRIS helps in identifying potential/competent candidates through e-recruitment.					
15	The HRIS is effective in decreasing costs of recruitment and selection.					
16	HRIS is effective in decreasing the time spend on recruitment and selection process in the corporation.					
17	The corporation is using HRIS for human resource planning.					
18	HRIS helps to identify occupied and vacant positions in the corporation.					
19	HRIS used to forecast the future HR needs of the corporation.					
20	Employee relation services are provided on time after employees acquire.					
21	HRIS made employee's data fully available and easily accessible.					
22	HRIS allows employees to review their own personal information from the system.					
23	HRIS saves the time spent on processing paperwork & correcting errors.					
24	HRIS has decreased the time spent on communicating HR information within the corporation.					
25	The HRIS is effective in terms of cost saving and quick decision making.					
26	Overall I am satisfied with the current HRIS.					
27	The Current HRIS could be better utilized.					
28	The system improves and make fast the overall activities of HR administration department.					
29	The information generated from the HRIS has added value to the corporation.					

St. Mary's University

School of Graduate Studies (General MBA)

Questionnaires to be filled by Employees of ECWC

Dear Respondent,

I am a student of MBA from St. Mary's University School of graduates, conducting a research on the topic ***An Assessment on the Effectiveness of HRIS practiced on HR function in Ethiopian Construction Works Corporation.*** Since this questionnaire is for academic purpose, your genuine responses have great importance for the successful completion of the study. I assure you that all the information provided in this survey will be kept confidential and anonymous. Furthermore, you will not be identified in the thesis or in any report or publication based on this research.

(NB: There is no need of writing your name in any part of this questionnaire!)

Contact address of the researcher

    WubiristEshetie

        Mobile: +251 911 447644

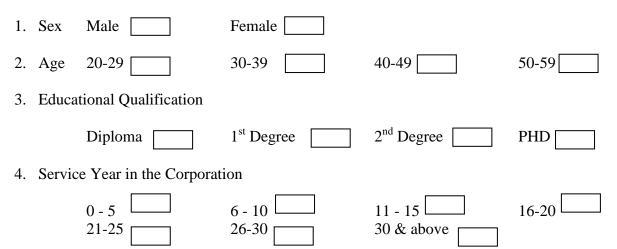   E-mail: wubitt@yahoo.com

Thank you in advance for your honest responses and cooperation.

Sincerely Yours,

Wubirist Eshetie

Part I: Personal Information

Please, kindly indicate your preference among the alternative answers for each question by marking(x) in the appropriate box.

1. Sex   Male ☐   Female ☐

2. Age   20-29 ☐   30-39 ☐   40-49 ☐   50-59 ☐

3. Educational Qualification

      Diploma ☐   1st Degree ☐   2nd Degree ☐   PHD ☐

4. Service Year in the Corporation

      0 - 5 ☐   6 - 10 ☐   11 - 15 ☐   16-20 ☐
      21-25 ☐   26-30 ☐   30 & above ☐

PART II: Questionnaire regarding the current human resource information of the corporation

Please, indicate your choice by marking (x) in the appropriate box in front of each question.

No	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The overall HR Administration services are improved in the corporation.					
2	Decisions are made quickly in HR administration department					
3	The corporation recruitment and selection process is fair.					
4	Promotion process is quick after any vacancy announcement.					
5	Work place's vacant positions filled when needed by the right personnel.					
6	Employee relation services (work experience, recommendation letters, pension processes…) are not time taking.					
7	Every of my employment information and other related documents are available in HR administration department.					
8	I can review my personal and employment information from a database system in HR administration department.					
9	I always acquire information regarding the corporation's human resource as soon as I asked.					
10	I always acquire HR information by any category I asked.					