

**EFFECTIVENESS OF HUMAN RESOURCES INFORMATION SYSTEM (HRIS) ON ORGANISATIONAL PERFORMANCE IN THE BANKING SECTOR**

**Theodosia J. Magege**

Student MBA Human Resource Management , Institute of Accountancy Arusha

**Dr. Charles Cleophace Ngirwa**

Department of Human Resources Management, Institute of Social Work Dar es Salaam

<http://doi.org/10.35409/IJBMER.2023.3458>

**ABSTRACT**

Human Resources Information System (HRIS) has become an important feature of Human Resource Management (HRM) in the emerging economies including Tanzania. The system has been adopted by several organizations but evaluation of its contribution to organization performance is rarely undertaken. In this paper, we report on the usefulness associated with the Human Resources Information System (HRIS) in banking sector casing Azania Bank Limited. The study aimed at investigating the importance of Human Resource Information Systems to the performance of Azania Bank Limited. The study findings show that HRIS contributes to the organization performance, the study adopted descriptive research targeting 133 respondents serving all employees of ABL headquarters. The data were collected using structured questionnaires which were subjected to descriptive and inferential analysis in the statistical package for social sciences (SPSS). Correlation and regression analysis were also undertaken based on the pre-established regression models. Results indicated that HRIS has significantly improved both employees' and the managements' access to human resource data across the institution. It was also established that highly significant ( $p < 0.001$ ) improvement of working standards was attained as the result of using HRIS. The study concluded that HRIS system is important in an organization due to significant positive correlations between organization performance and HRIS importance ( $R = 889$ ). A few employees express difficulties in using the HRIS due to low computer literacy. The study recommends that ABL should invest more in exposing its employee to experience and familiarize them with the system and engage employee in the tailoring of organization system by analysis, design, construction and development of the system to improve their performance.

**Keyword:** Human Resource Management, HRIS, Organization Performance, Azania Bank Limited.

**1. INTRODUCTION**

Human Resources Information System (HRIS) is a system used to acquire, store manipulate, analyze, and distribute information regarding organizations' human resources to support HRM and managerial decisions (Kumar, 2014). HRIS is not simply computer hardware and associated HR-related software. It requires cooperation among departments for its best use (Laudon and Laudon, 2018). HRIS was developed due to the government legislation and the implementation of initiatives such as EEO (Equal Employment Opportunities), OSHA (Occupational Safety and Health Administration) and AAP (Affirmative Action Program). These initiatives were launched

---

during the 1960's and 1970's and many organizations were then faced with the responsibilities of maintaining statistics and records to provide evidence that they were in compliance with the newly implemented laws. Faced with the high volumes of employees' data to be kept and managed within their organizations it necessitated the need for computer-based system to aid the completion of the tasks at hand. That is, in addition to hardware and software, the HRIS also includes people, forms, policies and procedures, and organization's data (Kavanagh and Johnson, 2018).

The concept of HRIS has been derived from the Management Information Systems (MIS) whereby MIS is defined as systematic collection, maintenance, and retrieving of data for providing support to the operations, management, analysis and decision-making functions in an organization (Prasad, 2020). HRIS is a concept which utilizes the development of Information Technology (IT) for effective management of the Human Resource functions and applications. It enables systematic procedure for collecting, storing, maintaining, and recovering data required by the organizations about their human resources, personnel activities, and organizational characteristics. HRIS acquires stores, manipulates, analyzes, retrieves, and distributes information about an organization's human resources (Laudon and Laudon, 2018).

The field of HRM can be characterized as having encountered frequent and numerous innovations in technology (Ngai *et al.*, 2020). The introduction of Human Resources Information System (HRIS) in organizations some decades ago has improved the efficiency and effectiveness of employee in achieving organization's goals and objectives (Gupta, 2013). Available data suggest that although the adoption of HRIS in organizations has many advantages some shortcomings have been encountered on its implementation (Kavanagh and Johnson, 2018). The need for HRIS in large and complex organizations is necessitated by huge number of employees with diverse professionalism slotted to various organizations' units that requires smart management. Likewise, organizations that are geographically dispersed require HRIS to manage information and human resources from multiple locations.

The use of HRIS prevents uninformed decisions that may arise from inaccurate information leading to bearing of unnecessary costs by the organization. Allowing simplicity in complexities particularly in systems of compensations which are complex with many allowances and deductions is an added benefit of using HRIS. Other advantages accrued from HRIS include; helping employer to comply with statutory requirements due to easily retrievable information for decision making, making informed decision based on critically analyzed data, avoiding unnecessary failure to achieve organization's goals because of early warning data born of appropriate use of HRIS, helping HR Managers and Analysts to design sophisticated reports and computer-based analytical tools which in turn simplifies managerial decision making. Generally, HRIS is flexible and can include more specialized applications as per business need. Given the robustness of HRIS, its applications have been on e-recruitment and selection, online training and development, payroll, benefit administration, leave management, performance appraisal and industrial relation (Kavanagh and Johnson, 2018).

HRIS helps organizations in managing all HR information. It helps in recording and analyzing employees and organizational information and documents, such as employee handbooks, emergency evacuation and safety procedures. It helps organizations to keep an accurate, complete,

---

and updated database that can be retrieved from reports and manuals. For instance, the University of Minnesota at Rochester generates a payroll distribution report, which identifies university employees' salaries from different accounts such as academic department account, administrative department account and research grant account. Such a report typically takes thirty hours to generate, but through HRIS it can be done in minutes by the end users (Singh *et al.*, 2011). According to Kundu, (2012) in 1990s, the expectations were how HRIS can contribute to organization's HR strategic activities and help in business planning. Managements feel that computer based HRIS can offer the real solution for retention of critical human resource and its development. With an HRIS, the human resource department can effortlessly manage employee's data, whenever required supplementing it with computer and web-based technology, allowing them to reallocate their energies towards more important HR activities like implementing policies to achieve organization goals. Given that this is a new technology in developing countries, it is imperative to explore its performance. Before adoption of HRIS software, organizations should consider several factors as implementing HRIS in organization is a big activity which require support of many stakeholders such as functions approval, HR Managers and Analysts, Software Vendors and project management team approval. This study will determine how the systems simplify the accomplishment of the functions of Human Resources and contribute to the performance in an organization especially in Banking Sector.

## **2.LITERATURE REVIEW**

### **Theoretical Review**

E.M. Rogers, a communication theorist at the University of New Mexico, created the theory in 1962. It describes how an idea spreads via several actors' phases of adoption by integrating earlier sociological ideas of behavioral change. The advantage of the hypothesis is that innovation is viewed as superior to the idea it replaces. Compared to other applications, it speaks of the expected advantages and utility of HRIS applications. He contends that the rate of acceptance of an innovation is positively connected with its relative benefit. The acceptance of an innovation is influenced by a number of factors. The methods of communication used to disseminate knowledge about the innovation, time, and the characteristics of the society to which it is presented are similar to the innovation itself. The applications include, as an example Apple's introduction of the iPhone banks' adoption of ATM cards, Unite for Site is a new initiative in public health implementing new video game technologies adoption of instructional technology in schools with the introduction of autonomous driving (as of now).

It is pertinent to the current study that an innovation's fit with existing values, prior experiences, and requirements of potential adopters promotes acceptance. The more obvious an innovation's results are to other people, the more probable it is that they will embrace it. *HRIS is still a widely used decision-making tool for many businesses, particularly technology organizations and banks.* Any innovation's dissemination, whether it is a tangible good, a method, or an ideology, has been compared as a liquid diffusing through another, eventually exposing the full volume to the new substance. Numerous studies have been conducted on the human resource information system (HRIS) to examine its numerous facets, particularly the adoption of new technologies. If the HRIS is not adequately deployed, human resource management in an organization cannot operate without hiccups. The organization must successfully implement the HRIS if it wants to improve

performance.

### **Systems Theory Approach to HRIS**

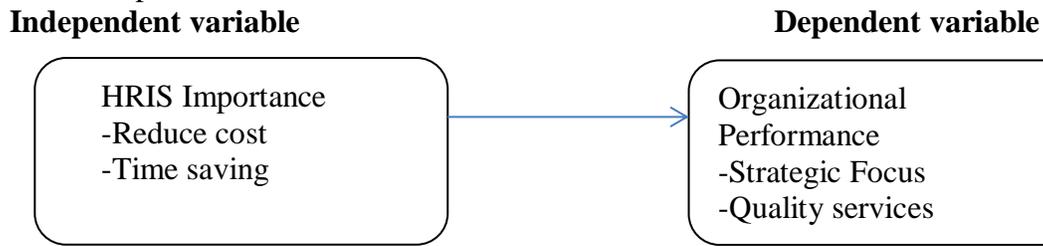
Using the general systems theory as a foundation, (Mayfield, *et al.*, 2003) established an HRIS theory that demonstrated that systems are made up of input, transformation, and output systems that are interconnected and function for the system's overall benefit. The theory covers all of the key HRIS components and provides details on how they interact to support one another and overall organizational results (performance). The systems theory has merit, as described by Pfeiffer and Salancik (2008), having less of a management approach as it is a way of thinking about organizations. The three key functional components are input data, maintenance, and output, as discussed by Kovack, (2002).

As highlighted by Pfeiffer and Salancik, (2008), the systems theory has strength through the components (Input Data - Maintenance - Output), being less of a management approach as it is a way of studying and thinking about companies. In order for the bigger system to function successfully, it is predicated that organizations, like live creatures, are composed of several component subsystems. According to systems theory, the interdependence, relationships, and synergy between many subsystems are essential for organizational performance. Employees make up a variety of essential organizational subsystems and are perhaps the most valuable part of a firm. Individual personnel, work teams, business units, facilities, and departments can all be viewed as parts of an organization's component system. It also examines how society modifies its structure in response to environmental changes, which has a significant impact on our understanding of social order. Systems theory emphasizes the limited ability to influence society since it demonstrates the complexity of social evolution. The system theory has been critiqued for having several weaknesses in addition to its strengths. The most crucial component is the HRIS, which offers a consolidated database that has services for tracking applicants, onboarding, employee demographics, selecting compensation and benefits, tracking time, and much more. Additionally, it serves as the central location for all personnel data for the company, including the most recent data on hiring patterns and staff retention. This information is crucial for data-driven decision-making in organizations and human resources in general.

### **Conceptual Framework**

According to Kothari (2008) a conceptual framework links the independent variable to the dependent variable. The following conceptual framework depicts the relationship between the independent variable and the dependent variable; it will be based on three independent variables and one dependent variable.

Figure 1: Conceptual framework



HRIS Importance (HI), an independent variable that has been linked to several instances of organization performance, has not yet been the subject of a study that incorporates it into a model of organization performance in the banking industry. In an effort to improve organization performance in the banking sector (OP), this study offers a paradigm for organizational performance that balances the value of HRIS (Figure 1).

### Empirical Literature Review

The number of organizations gathering, storing, monitoring, and analyzing data on their human resources through the use of Human Resource Information Systems (HRIS) software or other forms of software that integrate HRIS capability has significantly increased over the previous few decades. HRIS stands for a methodical approach to collecting, storing, maintaining, and retrieving data that an organization needs on its individuals, organizational characteristics, and human resources (Ulrich, 2001). From a Simple spread sheets to easily performing sophisticated computations are just a few examples of the many applications for an integrated HRIS. The importance of using HRIS varies depending on the organization; some use it to minimize expenses, others to speed up improved communication and some use it to reorient HR functions to increase the strategic contribution of the department (Armstrong, 2019)

### Global perspective on Human Resource Information System

Human resource information system has been viewed into perspectives, globally, Africa, and Tanzania and It is with these perspectives in mind that this paper explores literature and a case study to show how usage of internet technologies has improved HR functions and applications within organizations in the developed world with the insinuation that the same would happen if Africa and Tanzania to be precise promote the use of Technology in HRM. Kabir (2013) found that adoption of HRIS in banks resulted to banks saving money/ cost and time in process like training, selection, payroll processing etc. and it became more competitive and effective than before. From the study he reported barriers including ability of HRIS to check for Nepotism, there at of unemployment and privacy problem where by 82.28% of respondents testified to that. He concluded by recommending that banks should install HRIS to be able to reduce the cost and time in HRM process in a considerable amount. In addition, a research by Gupta (2013) on element of current scenario of HRIS, he discovered that these systems can successfully draw in, nurture, and hold onto a wide range of the best and the brightest human talent available. Many HR (human resource) executives and managers are so preoccupied with their everyday, administrative tasks that they fail to take into account crucial concerns that are developing. Many HR (human resource) executives and managers are so preoccupied with their daily tasks—which are typically

---

administrative—that they fail to take into account crucial challenges that could arise in the future. Any department can fall into this trap, but HR is particularly vulnerable because it has to contend with long-standing misconceptions about its capacity to contribute to corporate planning Singh *et al.*, (2011). On the other hand, Beadles, *et al.*, (2005) from Georgia College & State University explored reviewed that the directors overall are satisfied with the system, but don't yet see many benefits from its usage outside of its effect on information and information sharing. They further described in their findings that Part of the problem may stem from the type of organizations that were sampled. Recruiting, hiring, and training probably are handled somewhat differently for public sector employees as compared to employees of private sector organizations. Thus, HRIS in its current form may not yet have had much positive impact in these areas. Yet, it appears that there are potential benefits, as majority of the directors believed that the HRIS was not being fully utilized.

Opiyo, (2015) narrated how globally, regionally has been impacted with the technology hence Africa has been experimenting with Technology since the 1960's; suggesting that it was time to fully embrace it with the rest of the world as a way of life and specially to manage Human resources. Unfortunately, HR function in Africa has not been proactive in its use of technology to provide integrated services or to communicate more effectively (Troshani *et al.*, 2011). He revealed that despite an appealing establishment level of computerization and HRIS adoption the system had not yet been effective in improving management of human resources in Public Sector. The research was confined to Kenya Commercial Bank and the specific objectives and so the researcher was not able to cover all other areas and variables like e-marketing, among others that needed to be addressed.

A study recently conducted in Tanzania (Mulegi, 2019) established that the impact of HRIS in performing and practicing HR functions were encouraging and greater changes in the performance and practice of Human resource functions. The HR functions has been simplified and smoothed. The performance has been in a standard which provides the quality results hence the organizational goals attainment. Her Recommendations are on the actions to be taken to improve outcomes and effectiveness. Mjomba and Oyagi, (2021) report that human resource information system has a positive influence on organizational performance through among others helping in supporting strategic decision-making operation, program and policy assessment or daily operational matters. Providing information regarding employment and retention strategies facilitate quality information to management to make informed decisions; enhancing competitiveness through developing and increasing HR operations; speeding up information dissemination an facilitate changes and reduction of administrative workload by minimizing the boring, repetitive and routine tasks.

There are issues with the HRIS that have been reported, according to all of the research reviewed above and a number of others that have not been analyzed in the current study. Installing HRIS requires a significant upfront cost. It can only be a luxury for small firms unless others make it obligatory for huge, complex enterprises. HRIS is connected to computerized organizational processes. According to Ngai *et al.*, (2006), the biggest obstacle to the application of HRIS is financial. Another potential cost factor for an HRMS is the requirement for data control. This data protection goes beyond preventing unwanted access to confidential employee information. To

---

program, diagnose, update, and support an HRIS, an organization must hire its own team of technical experts.

### **3.METHODOLOGY**

The study adopted quantitative approach. Its operations were based in analytical and often single out a variable factor or individual subject and goes into details and describing them. The population and data collection; Azania Bank Limited Head Office has total 133 employees and the study opted for the census method which included all the population of the study. The study used descriptive statistics and quantitative and the questionnaires was structured on five type Likert scale weight assigned to; Strongly Agree (SA)=5, Moderately Agree (A)=4, Neutral (N)=3, Moderately Disagree (D)=2, and Strongly Disagree (SD)=1., coded, and classified so as to present the results of the data analysis in a systematic and clear way. The collected data were subjected to (SPSS) 21 version for quantitative analysis. Critical consideration were on parameters affecting the organization performance as would in-turn affect the effectiveness of HRIS and ultimately influence employers' perception on the system. A multiple regression model was considered in conducting hypothesis testing. The statistical model uses Organization Performance (OP) as dependent variable. The factor serve as independent variable is HRIS importance. Furthermore, measures the power of the relation between one or more independent variables and a target variable. In reference to this study, this type of analysis was used to test whether the regression model holds water under:

$$OP = \beta_0 + \beta HI$$

Whereby:

OP = Organisation Performance

HI = HRIS Importance

$\beta$  = Coefficients

### **4. RESULTS**

Test of reliability was done to ascertain if the questionnaires could enable collection of the needed information for analysis. This helped detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. In order to test the reliability of the instruments, internal consistency techniques was applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Mugenda and Mugenda (2003) asserts that, Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable construct reliability the alpha values of all variables in the study were above 0.70.

#### **4.1. Response Rate**

The study sampled 133 respondents from the Employee of Azania Bank Limited Head office. However, out of the 133 questionnaires distributed, 92 respondents completely filled in and returned the questionnaires which comprised 69.2% of the respondents. However 22.6, % of the respondents were either reluctant to participate or misplaced the questionnaires. This is a reliable response rate for data analysis. This concurs with Mugenda and Mugenda, (2003) who pointed out that a response rate of 60% is good and a response rate of 70% and over is excellent

#### **4.2. Reliability of study findings**

Cronbach's Alpha was established for every objective in order to determine if each the data

collected produced consistent results. All the scales were significant, having an alpha value above the prescribed threshold of 0.7 (Table 1). The Organization Performance had reliability of ( $\alpha=0.945$ ), while HRIS Importance ( $\alpha=0.920$ ), the study found that the analysis was reliable and could be used for further investigation.

**Table 1.0. Reliability of obtained data based on Cronbach’s Alpha**

Organization Performance Reliability Statistics			HRIS Importance Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.947	12	.920	.922	15

**4.3. Inferential analysis**

From the average means calculated in the descriptive statistics, the researcher used the means to compute correlation analysis, full regression models and coefficient of determination to establish true relationship between the depended variable (organization Performance) and independent variable (HRIS Importance).

**Correlation analysis**

A two-tailed correlation analysis was undertaken to determine the influence of components of HRIS on organization performance and HRIS Importance. The HRIS was found to exert highest positive correlation of 0.818 between the organization performance and HRIS importance and the p-value of 0.0001 (Table 2). . This suggests the positive correlation which was highly significant such that changes in the HRIS importance would significantly inflict changes on organization performance. Generally, the test determinant for organization performance was positively correlated and changes in any could significantly affect the Bank’s performance.

**Table 2. Relationship between organizational performance and the test parameters Correlations**

		T-OP	T-HI
Pearson Correlation	T-OP	1.000	.818
	T-HI	.818	1.000
Sig. (1-tailed)	T-OP	.	.000
	T-HI	.000	.
N	T-OP	92	92
	T-HI	92	92

- a. Predictors: (T-HI)
- b. Dependable variable: T-OP

**Multiple regression analysis**

The regression analysis followed a multivariate measure of performance indicating how the variable determines the organization performance.

**Table 3. Regression analysis of determinants for organization performance**

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.818 <sup>a</sup>	.669	.666	.46548	.669	182.295	1	90	.000	1.235

a. Predictors: (Constant), T-HI

b. Dependent Variable: T-OP

The obtained R-square was 0.669 (Table 3) which suggests that 66.9% of the independent variable was explained by the dependent variable HRIS Importance. Only about 33% of the organization performance is contributed by other parameters out of the scope of current study.

**ANOVA;** Analysis of variance (Table 4.) was undertaken to determine whether the study model used was a good fit for the collected data. The obtained results indicated that the P-value (0.000) was lower than the set significance level (0.05) suggesting a highly significant fit of the used model. Therefore, the regression model could sufficiently predict any changes in the dependent variable. Similar finding was reported by Perry, (2010) that effective utilization of HRIS Systems in the organizations increases efficiency and leads to higher business performance.

**Table 4. Analysis of variance showing significance of independent variable**

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.499	1	39.499	182.295	.000 <sup>b</sup>
	Residual	19.501	90	.217		
	Total	58.999	91			

a. Dependent Variable: T-OP

b. Predictors: (Constant), T-HI

**Regression Coefficients**

**Table 5. Coefficient of Determination Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound
(Constant)	-.353	.336		-1.050	.297	-1.020	.315
T-HI	1.100	.081	.818	13.502	.000	.938	1.262

a. Dependent Variable: T-OP

Based on this table;

The regression Equation ( $Y = \beta_0 + HI$ ) becomes  $Y = -.353 + 1.100$

The data findings analyzed shows that taking independent variable at zero, a unit increase to HRIS importance led to (1.100) increase in performance (Table 5). The table shows the relative importance of HRIS which had the effect of 1.100), and the variable were statistically significant ( $p < 0.05$ ).

**5.DISCUSSION**

Assessment of the responses by the target respondents at ABL revealed that more than 69% of responded which was regarded adequate with reference to Mugenda and Mugenda, (2003). Such a reaction ostensibly indicates that ABL workers are well-trained in attending to clients' demands and inquiries, which may be advantageous to the bank as it demonstrates excellent customer service, which is a crucial component of the corporate financial sector. When taking into account the gender involvement, the study found that female respondents responded more frequently than male respondents. Although there are more men than women working at the headquarters of Azania Bank Limited, the latter were more receptive to issues that were presented to them, showing that they are customer-oriented, which is a plus in the financial corporate world. In contrast, Juma, (2018) and many others found that fewer women responded to issues, such as taking part in community conversations that led to beneficial decision-making. The ABL story is impressive and might represent a pattern that other institutions would do well to follow. Women are typically seen as compassionate, cautious, and socially cooperative, which may have led to more responses.

The age of respondents was varied ranging from 18 years to above 49 years. About 68% of respondents were aged between 26-41 years suggesting that the responses were obtained from mature employee with adequate working experience and the use of HRIS. Well trained and experience employee are vital asset to organizations through whom prosperity and performance

---

are banked on. Armstrong, (2017) reported that well trained, experienced and motivated employees contribute largely to great performance of organizations.

The duration for which respondents had served ABL which intended to measure how knowledgeable were respondents of the HRIS operating system at the bank confirmed that more than 75% of respondents had served the institution for more than two years. The duration provides for adequate experience to warrant relevance of the responses. It further implies that most Azania Bank employees are conversant with the HRIS which could have contributed to the fast development of the bank to a tier one financial entity. The report by BOT, 2019 declared ABL as among tier one bank institutions in Tanzania.

The length of time respondents had been using HRIS was meant to probe onto conversancy in using the system. The fact that more than 79% of respondents had been using the HRIS for between 3 and more than 5 years suggest that the HRIS system has been in use for appreciably long time at ABL to warrant impact on performance of the institution. Competent and well-trained employees in HRIS could have allowed realization of the impacts of the system on the organization performance. According to (Gupta, 2013) longer time in using operating systems allows confidence and contributes to the efficiency in its performance.

### **Importance of Human Resource Information System in banking sector**

Inferential statistics undertaken to examine the importance of Human Resource Information System to ABL performance as a case banking sector revealed that the HRIS importance had a significant and tremendous contribution to the Bank's performance. About 81.8% of the bank's performance was influenced by the HRIS importance making it a valued component of the ABL's operations. HRIS has decreased time spent on data or management of employee information, printing cost of issues i.e. (job advert, leave forms, performance management forms etc.) this is in line with Wilben *et al.*, (2019) who shows how HRIS can effectively control and improve administrative efficient through fast and efficient information processing, communication, and lower HR cost as well. Furthermore Anthon et al affirms that the implementation of the Information technology in an organization results to the improvement of working environment and tools which aid the growth of the organization including its performance.

The findings are supported by E.M. Rogers, a communication theorist at the University of New Mexico, in 1962. emphasized on the innovation and the way channels of communication can be used to fast track innovation this explains the importance of an organization having HRIS he says "*HRIS remains a popular decision-making tool for many companies, specially technology firms banks inclusive*" integrating previous sociological theories of behavioral change, it explains the passage of an idea through stages of adoption by different actors. The theory strength is that innovation is perceived better than the idea it supersedes. It refers to expected benefits and usefulness arising from HRIS application in comparisons to other application. He argues that innovation's relative advantage is positively correlated with its rate of adoption. There are factors influences the adoption of an innovation. Like the innovation itself, the communication channels used to spread information about the innovation, time, and the nature of the society to whom it is introduced. Examples of the applications include Introduction of iPhone by Apple, Adoption of ATM cards by banks, Introduction of Unite for Site in public health Adoption of new video game

---

technology Introduction of autonomous driving (currently) and Adoption of educational technology in schools. Human resource Information System (HRIS) has been subject to many studies examining different aspects of it but innovation adoption. Management of human resource in an organization cannot work smoothly if the HRIS is not adopted properly. The HRIS has to be well adopted by the organization in order to boost its performance.

## **6.CONCLUSIONS AND RECOMENDATIONS**

The study's goal is to examine the importance of human resource information systems in an organization's performance in the case of Azania Bank Limited. Stating that the system helps in making administrative and strategic decision in the company whereby administrative decision included managing record and employees information and analyze this information to use strategically example understanding which employees need training and development, recruitment and selection process, career planning also succession planning. Through HRIS the managers can track employee performance through performance management appraisals reports from their supervisors, keep track of employee attendance record. Fosters smooth communication between departments which enables smooth workflow, it increases employee moral because they know their performance is being monitored and lastly with the use of HRIS it enables easy employees' compensation by calculating tax deduction, also gives advice on changing employees salary.

This study has confirmed previous studies into HRIS, but it also lays the groundwork for further research in this field, which should focus on a number of difficulties. It therefore recommends that a thorough investigation would be required to study the role of HRIS in enhancing senior Employees performance (Directors, Managing Director, and Senior Managers), particularly to those organizations which have long been using the system. This will make it easier to determine who is benefiting direct from HRIS among the levels of system users (Corporate level, Business level, and Operational level).

## **REFERENCES**

- Armstrong M. (2006) *Human Resource Management practice* 10<sup>th</sup> Edition, Kogan Page limited, London UK.
- Arefin S. Abu M. F. & Hosain M. Md. (2019). *The Role of Human Resource Information System on Organizational Performance: Evidence from Bangladeshi Pharmaceutical Industry*. 5. 37-53.
- Basel K. A. (2016): *The Critical Success Factor on Accounting Information System andIts Impact on Organization*. Performance of Jordanian Commercial Banks.
- Berber N. and Slavic A. (2013): *The role of Information System in Human Resource Management in Serbia*.
- Banerji S. (2015). *A Study of Issues and Challenges of Implementing ofInformation Technology in Human Resource Management*.
- Gupta M. (2017). Human Resource Information System (HRIS): Important Element of Current Scenario. *IOSR Journal of Business and Management*, 13(6), 41-46.
- Kamuzora F. (2008), *Research methods for business and social studies*, Morogoro, Mzumbe books project
- Kavanagh J.M and Johnson. J.D 2018. *Relationship between Human Resource Information System*

---

*Functions and Change Management,*

- Kothari C.R. (2008). *Research Methodology Methods and Techniques*, New Delhi, India: New Age International Limited, Publishers.
- Kovack K. A. (2002). *The impact of Human Resource Information System usage on Organizational efficiency and employee performance: a research in industrial and banking sector in Ankara and Istanbul cities.*
- Kumar N.A., (2017). Managerial perceptions of the impact of HRIS on organizational efficiency *Journal of Economics and Behavioral Studies*, 5(12).
- Kundu S.C., & Kadian, Rajesh. (2012). Applications of HRIS in human resource management in India. *European journal of business management* 4 (21), 34-41.
- Locharoenrat K. (2017). *Research Methodologies for Beginners*, Pan Stanford Publishing Pte.
- Laudon, C.K., & Laudon, P.J. (2018). *Management Information Systems: Managing a digital firm.* (13<sup>th</sup> Ed.). London, England: Pearson
- Masithet N. N. (2017). *Human Resource Information System, are view of Previous Studies.* Patricia Faulhaber 2019: The Definition of Record Management.
- Mayfield M. et al., (2003). Human Resource Information Systems: A Review and Model Development. *Advances in Competitiveness Research*. 11(1), 139-151.
- Mugenda. O. N., & Mugenda, A. G. (2003). *Research Methods; A Quantitative and Qualitative Approach.* Nairobi: ACTS Press.
- Mulegi M. (2019), Assessment of Human Resource Information System on the Performance of Human Resource Functions and Practices: A Case of Tanzania Revenue Authority (TRA), Dar es Salaam.
- Ngai E. W. T et al., (2007). Importance of the Internet to human resource practitioners in Hong Kong. *Personnel Review* 37 (1), 66–84.
- Ngai H. et al., (2006). The Literature Review of Technology Adoption Models and Theories for the Novelty Technology. *Journal of Information Systems and Technology Management*, 14(1), 21-38.
- Opiyo S. & Abok A. (2015). Effects of Human Resource Information System on Performance of Commercial Banks in Kenya: A Case of Kenya Commercial Bank. *Journal of Business Management*, 1(1).
- Oyagi J. & Mjomba A. (2021). The Influence of Human Resource Information Systems on Organizational Performance in Tanzania; A case of Zanzibar Ports Corporations. *American Journal of Humanities and Social Sciences Research*, 5(1), 473-480.
- Pfeffer J, Cohen Y. (1984). Determinants of internal labor markets in organizations. *Admin. Sci. Q.* 29:550-72
- Patel L. (2015): Understanding Human Resource Information System & Its Importance in Organizations. *Journal of Research in Management & Technology.*
- Prasad E. (2020). A conceptual paper on importance of HRIS in Human Resource Management. *International journal of economics, commerce and Business management.*
- Ulrich D. et al (2009). *HR Transformation.* Building HR from outside in: the MC Grow hill.