



**IMPACT ASSESSMENT ON THE IMPLEMENTATION OF HUMAN
RESOURCE INFORMATION SYSTEM IN THE CASE OF PLAN
INTERNATIONAL ETHIOPIA**

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DECLARATION

I hereby declare that the dissertation entitled **IMPACT ASSESSMETNT ON THE IMPLEMENTATION OF HRIS IN THE CASE OF PLAN INTERNATIONAL ETHIOPIA** submitted for the partial fulfillment of the Masters of Public Administration to Indra Gandhi National Open University (IGNOU) is my own original work and hasn't been submitted earlier either to IGNOU or to any other institutions for the fulfillment of the requirement for any course of study. I also declare that no chapter of this manuscript, in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

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Certified that the Dissertation entitled **IMPACT ASSESSMENT ON THE IMPLEMENTATION OF HUMAN RESOURCE INFORMATION SYSTEM IN THE CASE OF PLAN INTERNATIONAL ETHIOPIA** submitted by Getachew Wudu is his own work and has been done under my supervision.

It is recommended that this dissertation be placed before the examiner for evaluation.

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Acronyms

HRIS-----Human Resource Information System

HR-----Human Resources

IT -----Information Technology

IC-----Information Communication

ICT-----Information Communication Technology

PIE-----Plan International Ethiopia

HRP-----Human Resource Planning

ERP-----Enterprise Resource Planning

SHRAM-----Society of Human Resource Management

HRMS-----Human Resource Management System

EHR-----Electronic Human Resources

PIE-----Plan International Ethiopia

IBD-----Information Data Base

ABSTRACT

The study was carried out to assess the impact of Human Resource Information system implemented in Pan Ethiopia on Human Resource functions and other operations. Fifty (50) Supervisors/ staff working in the country and field offices were purposively selected for the study. The researcher has used questionnaires and structured interview on the selected staff to ensure that expertise were part of the study. The study findings indicated that, HRIS provides information and guidelines for the operation of Human Resource functions, HRM is still a caretaker of employee records, and however, the existence of an HRIS, makes this information readily available and useful for managerial decision making. The system is able to produce more effective and faster outcome than that can be done on papers. HRIS can acquire and track almost any type of data and produce reports depending on queries. Some of the effects of HRIS are that it has brought about an improvement in the overall HR functions of the organization not only in administration work but also on other core functions. On the whole, HRIS, increases the efficiency of HR function, has helped to contribute the potentials of HR Department towards the organization, strengthen appraisal performance, recruiting, helps in decision making, performance record, employee self-service, Manager Self- Service, reduced HR cost and increased an administrative efficiency.

Nonetheless, it is noticed that the system is not fully operationalized in a way that makes the organization as competitive as it should be. Thus, the study suggested that it may requires further research undertakings.

Key terms: Human Resource Information System, Human Resource Management, Human Resource planning, Pan International Ethiopia.

CHAPTER ONE

2. INTRODUCTION

1.1 Background of the study

In the ever- changing world in which we live, new technology is continually being developed. This change requires organizational leaders/Managers to be thoughtful of several tools which could improve the organizational performance. As part of bringing efficiencies in the areas of Human Resources administration, organizations are taking measure in light of implementing systems that ensure efficiencies in administrative areas. Thus, Human Resource Information system is one of the tools that organizations are implementing.

“A human resource information system (HRIS) is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. It allows for global visualization and access of important employee information.” Marcia Moore [1] Kirstie S. Ball (2001) [2] explained the dearth of research in HRIS in their work by quoting that the gigantic information system related literature including its implementation, use and impact clarifies that it is healthy researched area but its implementation with human resource is a deserted. Initially personnel systems were developed to stockpile the records and reports allied with personnel administration, but with time call for efficacy increases and thus computer-based HRIS is developed (Martinsons, 1997)[3]. But just computer based HRIS in not sufficient and Sherman et al. (1998)[4] supported this by citing that for long term strategic planning decisions a well-designed HRIS aligned with HRD goals is the foremost management tool.

The changing trend from personnel to human resources function is another breakthrough in this field. Automation is another important aspect in the field of human capital Management. Over a period of many years employees have been declared as human capital and have become an important component of growth for any organization as well as country. Human Resource Information System (HRIS) has been enhancing the human resource function for almost a decade.

The purpose of HRIS is that it facilitates to integrate the strategic and organizational variables which an HR function is accountable.

HRIS has become a vital force to smooth the progress of HR function to handle administrative jobs effectively and at the same time adds value to the organization through strategic planning.

Another important aspect of HR function is that it deals with the internal customers who are the employees of the organization and satisfying their needs and grievances on day to day basis is a very important task.

The advents of Enterprise Resource Planning (ERPs) systems have even enhanced the technological advancements in the field of Human Resource Management. Organizations need to have a competitive advantage over its competitor's to excel in their ventures successfully and the HR function is a factory which provides fresh blood HR department performs all these sub functions of recruiting, selecting, performance appraisal, career development, training, orientation, and compensation & benefits; whereas the HRIS is the integration of HRM and Information Technology (IT).

These days, many organizations are investing in software systems to turn HR and payroll data into useable information. Commonly referred to as human resources information systems (HRIS) or human resources management systems (HRMS), these powerful tools are built to facilitate the better handling of HR information via information technology.

Regardless of the specific tool, implementing and using these systems provide organizational advantages by enabling data information needs through maintaining all HR information within a common database. This allows an organization to pull information from multiple areas for detailed reporting and analytics. Added benefits include the ability to implement employee self-service, which lets employees view and update personal information at any time on their own. Recruiting efforts can be better managed and even feed information gathered during the recruiting process directly into the onboarding process, eliminating duplication of effort.

Before 2014, HR function in Plan Ethiopia run via ordinary Microsoft Offices application and based on paper, the need for considering the system has become important that gained attention by the senior management to expedite and facilitate HRM functions without any limitation of

geographical location as well as improving the quality of the Human Resource Services to the internal clients.

Getting an updated data requires extensive amount of staff time due the practice traditional system and hence it has effect on manipulation of employee data for the use of the management in light of making an apt decision. Decision related to human resources are very strategic and has lots of compliance. Also as part of leveraging the Human Resources, employing system was a very critical aspect that support the HR planning as well as other functional areas.

In sufficient and old data led the organization to have either excess or lower number of staff which in turns affect its objective on the ground.

Thus, implementing the HRIS at plan Ethiopia was materialized with intention of providing quality HR services and well as facilitating decision making on the areas of Human Resources.

By implementing systems that can help to automate processes, such as Human Resources Information Systems, organizations may actually change the fundamental structure of the work place and the way that daily tasks are executed.

This piece of research work is to be carried out to assess the impact of Human Resource Information System at Plan Ethiopia.

“Plan International is an independent development and humanitarian organization that advances children’s rights and equality for girls. Strive for a just world, working together with children, Young people, our supporters and partners”.

Major stakeholders comprising the donors are requiring those entities to be much more effective in their operation so that Enterprise Resource Planning system led initiatives, are gaining of paramount importance adhered by a number of organizations.

Thus, as part of ensuring effectiveness and efficiencies of its operation, Plan Ethiopia lunched the new HRIS system back then in 2013. Considering this new initiative, the intention of the study is, to put efforts to assess the level of impact brought by the implementation of the Human Resource Information System.

The study will endeavor to measure the impact HRIS on different Human Resources functional areas via employing different research tools and offer recommendation to the management for further improvement deems necessary.

1.2 Background of the organization

Founded in 1937, Plan is an international, humanitarian, child-centered development organization without religious, political or governmental affiliation which works in more than 71 countries around the world, including Ethiopia. Child sponsorship is the basic foundation of the organization.

Plan's current programs in Ethiopia focuses on early survival and development of children; a better childhood development and education for all; protection of children from violence; and emergency response and recovery program, that we implement in Amhara, Oromia ,SNNP and Gambella Regional States and Addis Ababa City Administration. Common to these, issues of gender and disability are also integrated and mainstreamed in all programs.

The ongoing weather phenomenon with an increased in variability, making it difficult to predict its devastating impact - severe drought in East African countries lead millions of people to emergency food aid, shortage of water and an adverse effect on the education system. Ethiopia, more than 80% of the population live in rural areas and rely on rain-fed agriculture for their livelihood, continues to experience a potentially record-breaking El Niño induced global climate change - the nation's worst drought in 30 years. The drought increases the risk of water-related disease outbreaks, particularly acute & moderate malnutrition, diarrhea, malaria, trachoma and scabies especially among children under 5, according to the UNOCHA. Around 10.2 million people of which 60% - children and lactating women are still in need of emergency humanitarian assistance in an expense of El Niño pressed drought in Amhara, Oromia, Afar, Tigray, Somali and SNNP regional state so far.

As a child focus humanitarian organization, Plan International Ethiopia initiated a 14-month phased emergency response program from November 2015 to December 2016. Priority response sectors include Nutrition, WASH, Livestock Lifesaving Support, Food Security and Livelihoods and transition into a mixed recovery and resilience building phase, focusing on food security and livelihoods in its operational areas of Amhara, Oromia and SNNP regional state.

A pioneer of child sponsorship

In the beginning British people were asked to donate one shilling a day to provide a child with food and shelter. They were also asked to write letters to the child to show them that someone cared about them. This was the beginning of what we now call child sponsorship.

There are lots of ways that sponsors can help. From sponsoring a child, to fundraising, to campaigning, you'll be working together with Plan, children and their communities to make lasting changes,

During the Second World War, we expanded to work with displaced children throughout war-torn Europe.

From the 1950s, as Europe recovered, we gradually began working with deprived children throughout Africa, Asia, Latin America and the Caribbean. To reflect this, we changed our name to Plan International.

Partnerships with businesses, trusts, private donors, and charitable organizations make a vital contribution to Plan's work.

With the support of our partners, and our experience and expertise in development, we achieve lasting change for children and families around the world.

Plan today

Plan is now a global children's charity, working with children in 50 of the world's poorest countries to help them build a better future. We also campaign and advocate for every child's right to fulfil their potential.

For the first time, we're shining the spotlight on the situation for girls in the UK. A girl's quality of life is tied to where she lives. Our first-of-its kind analysis ranks the best and worst places to be a girl in England and Wales. All girls, around the world, should have the same rights, no matter where they live.

Our advocacy work aims to share these insights to influence politicians and decision makers to ensure the development of policies and programmes that work for children around the world.

It is committed to ensuring that boys, girls and adults in the communities in which Plan works have a say in decision making, whether by local councils, national governments or international aid donors. It gather evidence, share lessons learned and enable young people to address policy makers directly.

Also raise awareness of development issues among the general public and encourage them to urge their representatives to champion the rights of children and young people in developing countries.

The plan today is to help children move themselves from a life of poverty to a future with opportunity.

Child sponsorship is still at the heart of the organization. It has over one million sponsors in 20 countries helping children all over the world, together with their families and communities.

In Ethiopia, plan is supporting communities to build long-term defenses against drought, by providing new agricultural equipment and training. Further to this, we are helping rural communities build financial security by establishing savings and loans groups.

Plan is working to make sure pregnant women have better and more frequent antenatal care, qualified support during labor, and health services such as routine immunization for babies and children. In addition, we are helping to improve nursery facilities and care for very young- children and raising standards of primary education by providing training to thousands of teachers.

Plan is also raising awareness of child abuse and exploitation amongst communities, to enhance their ability to protect children from harm. Advocating for birth registration, to make sure children have legal documentation protecting their rights as citizens of Ethiopia, forms an important part of this work.

Recent highlights of Plan's work

- Worked with communities to connect more than 34,600 people to clean water, enabling families to protect children from waterborne diseases
- Held a “Count Every Child” 100-kilometre road race, in partnership with Addis Ababa City Sport Commission. This helped to promote the importance of birth registration for children
- Supported the setting up of 842 savings and loans groups, so that women in particular can build their incomes and provide for their children's health and education

1.3 Statement of the problem

This research paper is aiming at assessing the overall impact of the Human Resource Information System Implementation at Plan Ethiopia particularly on human resource functional areas.

A human resource information system (HRIS) is computer software employers use to manage the human resources functions of their organization. Although not all companies utilizes HRIS,, there are wide ranges of benefit that the system can provides.

Perhaps the biggest benefit that the use of an HRIS system adds to a business is its ability to create reports and presentations. An HRIS system typically holds all information surrounding the firm's human resources initiatives, including details regarding the group's hiring practices, such as a comprehensive listing of all job applicants, an up-to-date index of job openings and electronic copies of each employee's onboarding paperwork.

It also holds data regarding the salary and incentive compensation of each staff member. Results of annual performance appraisals and any disciplinary actions that have been taken toward members of the team are included, as well. Because these figures are held in one database, a business owner possesses the capability of running a variety of detailed reports that encompass some or all of this information. For example, when looking to hire additional staff, he can run a report of past candidates who possess a specific skill set. Alternatively, he can run a compensation report to obtain needed information when preparing the annual budget.

In support of a firm's staffing efforts, many HRIS systems provide a sophisticated interface allowing its use by both internal employees, as well as external job applicants. An HRIS system allows candidates for open positions to submit their resumes and contact information to a potential employer from a remote computer. The system then collects the information and archives it so it is easily accessible by the hiring manager.

When seeking candidates, the manager is able to perform detailed searches of collected resumes, using a variety of queries, including location, level of education, years of professional experience

and technical skill set. In addition, the software also allows current employees to electronically apply for new positions.

An HRIS system allows a business to streamline the administration of employee benefits. In many cases, employees and new hires may electronically enroll in benefit plans. They may also have the capability of logging onto the system to monitor and update their current coverage throughout the year, changing status, dependent information and contact data as required.

A self-service system allows for benefits to be efficiently administered with as little manpower as possible, saving an organizations time and money.

And hence, the study will put efforts to cover issues pertaining to assessing the impact on the implementation Human Resource Information System on HR functional areas in Plan International Ethiopia. In this regards some of the most important questions that should be answered are articulated as follows:

1.4 Basic research questions

Over the past two decades, there have been a number of studies on HRIS. These studies have focused on the type of applications that predominate in HRIS (De Sanctis, 1986; Broderick & Boudreau, 1992; Martin sons, 1994), the contexts necessary for the successful implementation of HRIS as well as the conditions that support Successful HRIS. But I didn't come across any study undertaken on importance of HRIS in organizations basing at Ethiopia. And hence, this research paper will endeavor to answer the questions mentioned underneath.

1. What is the impact of HRIS implementation on the Human Resource activities of Plan International Ethiopia?
2. What are the impacts of implementing HRIS on Human Resource Functions and programs at Plan International Ethiopia?
3. What are the constraints of HRIS and what sort of intervention is essential to help to mitigate the constraints?

1.5 Objective of the study

The current generation of HRIS automates and devolves routine administrative and compliance functions traditionally performed by corporate HR departments and can facilitate the outsourcing of HR. More recent research shows greater use of HRIS in support of strategic decision making by HR. With an appropriate HRIS, HR staff enables employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment are facilitated. Finally, managers can access the information they need to legally, ethically, and effectively support the success of their reporting employee.

Since 1990s quite a number of studies were conducted regarding Human Resource Information system. Those studies focused on the type of applications that pre-dominate in the system and the conditions/ contexts necessary for the successful implementation of Human Resource information System as well as environments that support successful HRIS.

Nonetheless it is hard to find studies undertaken that shows the importance of HRIS in the context of organization in developing nations like Ethiopia.

In an attempt to ensure effectiveness and efficiencies of its operation, Plan Ethiopia launched the Human Resource Information System (HRIS) system back in 2013.

1.5.1 General objective

- The study will assess the impact of Human Resource Information system implementation on Plan International Ethiopia.

1.5.2. Specific Objectives

- The study will assess the impact of Human Resource Information system on Human Resource activities of Plan International Ethiopia.
- It will also assess the impact of Human Resource Information system on the program/thematic areas of the Plan International Ethiopia.

1.6 Significance of the study

- a) The study will give an opportunity to the management to be cognizant of the impact of the HRIS implementation on the organization and consider possible areas of intervention in view robust utilization of the system.

- b) Given it is the first study in the area that will assesses the impact of HRIS in Plan International Ethiopia, the study will serve as an eyes breaker to undertake further research on the area and will serve as a reference material for any future research undertakings.

1.7 Scope of the study

Plan International is headquartered in United Kingdom, London with its Regional Office based at Kenya, Nairobi and country office based at Ethiopia, Addis Ababa and its office in Ethiopia extends further to other Ethiopian regional states.

Currently plan International Ethiopia is working on the right and protection of children around the globe in general and in particular to Ethiopia. Besides, Plan International Ethiopia is providing ranges of support to the development intervention of the Federal Democratic government of Ethiopia in areas of its mandate.

Thus, the research will be undertaken in the country office of Plan International Ethiopia Addis Abeba as well as travelling to other four regional areas of brunch offices basing at Bahir Dar, Adama, Hawassa and Gambella.

In all of its areas, the study will target Managers and Supervisors to fill in the questionnaire. For the purpose of this specific research, none-probability sampling technique, purposive sampling technique will be employed to ensure that relevant input are collated from the subjects.

Besides, as the researcher was an employee of the organization, Plan International Ethiopia while the Human Resource Information system was implemented so that, a careful observation as per the checklist will be conducted to ensure that adequate information is collated.

2.1 Limitation of the study

The researcher is mindful to emphasize the reader that there are couple of factors needed to be understood as a limiting factor in light of this undertakings.

During the undertaking of this research paper, few factors were noticed as limiting factor on the study. The researcher has adequate background, observation was mentioned as one of the tool that helps to collate data particularly from the field offices. Nonetheless, due to the security circumstance down to the field offices, observation was hardly possible to be implemented in the field offices and restricted to the country office.

Consequently, this may have impact a slight impact on the quality of the data. Secondly, an enormous attempts were made to search for a study on similar topic particular on organization in Ethiopia and hence those efforts were not fruitful inflight of attaining relevant studies close to the subject matter.

CHAPTER TWO

LITERATURE REVIEW

2. Literature review

We often hear the term Human Resource Management, Employee Relations and Personnel Management used in the popular press as well as by Industry experts. Whenever we hear these terms, we conjure images of efficient managers busily going about their work in glitzy offices.

In this article, we look at the question “**what is HRM?**” by giving a broad overview of the topic and introducing the readers to the practice of HRM in contemporary organizations. Though as with all popular perceptions, the above imagery has some validity, the fact remains that there is much more to the field of HRM and despite popular depictions of the same, the “art and science” of HRM is indeed complex. We have chosen the term “art and science” as HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

As outlined above, the process of defining HRM leads us to two different definitions. The first definition of HRM is that it is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

The second definition of HRM encompasses the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the “employment relationship” fulfilling for both the management and employees.

These definitions emphasize the difference between Personnel Management as defined in the second paragraph and human resource management as described in the third paragraph. To put it in one sentence, personnel management is essentially “workforce” centered whereas human resource management is “resource” centered. The key difference is HRM in recent times is about fulfilling management objectives of providing and deploying people and a greater emphasis on planning, monitoring and control.

Whatever the definition we use the answer to the question as to “what is HRM?” is that it is all about people in organizations. No wonder that some MNC’s (Multinationals) call the HR managers as People Managers, People Enablers and the practice as people management. In the 21st century organizations, the HR manager or the people manager is no longer seen as someone who takes care of the activities described in the traditional way. In fact, most organizations have different departments dealing with Staffing, Payroll, and Retention etc. Instead, the HR manager is responsible for managing employee expectations vis-à-vis the management objectives and reconciling both to ensure employee fulfilment and realization of management objectives.

One of the factors behind organizations giving a lot of attention to their people is the nature of the firms in the current business environment. Given the fact that there has been a steady movement towards an economy based on services, it becomes important for firms engaged in the service sector to keep their employees motivated and productive. Even in the manufacturing and the traditional sectors, the need to remain competitive has meant that firms in these sectors deploy strategies that make effective use of their resources. This changed business landscape has come about as a result of a paradigm shift in the way businesses and firms view their employees as more than just resources and instead adopt a “people first” approach.

2.1 Emergence of Strategic HRM (1990 to Present)

The economic landscape underwent radical changes throughout the 1990s with increasing globalization, technological breakthroughs (particularly Internet-enabled Web services), and hyper competition. Business process reengineering exercises became more common and frequent, with several initiatives, such as right sizing of employee numbers, reducing the layers of management, reducing the bureaucracy of organizational structures, autonomous work teams, and outsourcing.

Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because unlike other resources, intellectual capital is difficult to imitate by competitors. Accordingly, the people management function has become strategic in its importance and outlook and is geared to attract, retain, and engage talent. These developments have led to the creation of the HR or workforce scorecard (Becker, Huselid, & Ulrich, 2001; Huselid, Becker, & Beatty, 2005) as well as added emphasis on the return on investment (ROI) of the HR function and its programs (Cascio, 2000; Fitz-Enz, 2000, 2002).

The increased use of technology and the changed focus of the HRM function as adding value to the organization's product or service led to the emergence of the HR department as a strategic partner. With the growing importance and recognition of people and people management in contemporary organizations, strategic HRM (SHRM) has become critically important in management thinking and practice. SHRM derives its theoretical significance from the resource-based view of the firm that treats human capital as a strategic asset and a competitive advantage in improving organizational performance (Becker & Huselid, 2006).

Reflecting the systems view, Becker and Huselid (2006, p. 899) stress the importance of HR structure—that is, the “systems, practices, competencies, and employee performance behaviors that reflect the development and management of the firm's strategic human capital”—for organizational performance. Context is a crucial element in SHRM, and therefore, researchers increasingly emphasize the “best-fit” approach to SHRM as opposed to the “best-practice” approach. The success of SHRM is contingent on several factors, such as national and organizational culture, size, industry type, occupational category, and business strategy. Accordingly, Becker and Huselid (2006) argued that “it is the fit between the HR architecture and

the strategic capabilities and business processes that implement strategy that is the basis of HR's contribution to competitive advantage" (p. 899).

A good example of the importance of HR and the information provided by an HRIS can be found in the human resources planning (HRP) function. HRP is primarily concerned with forecasting the need for additional employees in the future and the availability of those employees either inside or external to the company. A good example is when a company is considering a strategic decision to expand by establishing a production facility in a new location. Using the information recorded and analyzed in the HRIS, HRP can provide estimates of whether or not there are enough people available in the external labor market of the new location to staff the new facility. Thus, the availability of potential employees in the labor market may be critical to the strategic decision to build the new facility, and this, of course, could involve millions or billions of dollars.

Therefore, in determining the strategic fit between technology and HR, it is not the strategy per se that leads to competitive advantage but rather how well it is "implemented," taking into account the environmental realities that can be unique to each organization and, indeed, between units and functions of the organization.

2.2 HR Activities

Typical HR programs involve things such as record keeping, recruiting, selection, training, employee relations, and compensation. However, all these programs involve multiple activities, and these HR activities can be classified into three broad categories: transactional, traditional, and transformational (Wright, McMahan, Snell, & Gerhart, 1998). Transactional activities involve day-to-day transactions that have to deal mostly with record keeping—for example, entering payroll information, employee status changes, and the administration of employee benefits. Traditional activities involve HR programs such as planning, recruiting, selection, training, compensation, and performance management. These activities can have strategic value for the organization if their results or outcomes are consistent with the strategic goals of the organization. Transformational activities are those activities that add value to the organization—for example, cultural or organizational change, structural realignment, strategic redirection, and increasing innovation.

Wright et al. (1998) estimate that most HR departments spend approximately 65% to 75% on transactional activities, 15% to 30% on traditional activities, and 5% to 15% on transformational

activities. One of the major advantages of the design, development, and implementation of an HRIS is to reduce the amount of time the HR staff have to spend on transactional activities, allowing the staff to spend more time on traditional and transformational activities. This notion of using technology to process transactional activities more efficiently is the central theme of this book and provides one of the primary justifications for a computer-based system. In later chapters that discuss various HR programs such as selection and training, we will see how a computer-based system can aid in both traditional and transformational activities to make them consistent with the strategic goals of the organization.

2.3 Interface between HR and Technology

IT-driven automation and redesign of work processes certainly help reduce costs and cycle times as well as improve quality. **Management information systems (MIS)** can further help decision makers to make and implement strategic decisions. However, IT is only a tool and can only complement, not substitute, the people who drive it. Often, organizations mistake IT as a message and not the messenger and divert time, effort, and money away from long-term investment in people to developing and deploying information technologies (Thite, 2004). In fact, the critical success factors in information systems project implementation are nontechnical and are due to more social and managerial issues (Martinsons & Chong, 1999).

With the increasing use of information technologies in HR planning and delivery, the way people in organizations look at the nature and role of HR itself may change (Roehling et al., 2005). With HR data and reports now being readily available on their desktop, would managers interact less with the HR department and see it as being less important? If that is so, how would it affect the attitude of HR professionals toward their jobs and profession? Would they resist adoption of technology if they perceive that technology lessens their status?

In traditional organizations with silo mentalities, turf wars between departments and functions acting as independent entities are common. Therefore, top management needs to be mindful of organizational politics in managing change. Through most of its evolution, HRM has had an administrative and caretaker focus in its delivery. With technology significantly decreasing the time required for administrative tasks, many HR professionals may find it difficult to redefine their jobs and may thus resist the change to an HRIS. This calls for redefining and transforming the role of HRM through value-added, strategic initiatives and interventions. This also involves

learning new skills for HR professionals and rethinking the way the HR department is organized and delivers its services. With the improved job skills of HR professionals, technology will be seen as HR's "partner in progress." While having an advanced, full-fledged system will not automatically make HR a strategic business partner, it acts as a building block and an effective aid in the process (Lawler & Mohrman, 2003)

2.4 What Is an HRIS?

After reviewing the many definitions of an HRIS, Kavanagh et al. (1990) defined it as a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources. An HRIS is not simply computer hardware and associated HR-related software. Although an HRIS includes hardware and software, it also includes people, forms, policies and procedures, and data. (p. 29)

It is important to note that a company that does not have a computerized system still has an HRM system; that is, the paper systems that most companies used before the development of computer technology were still comparable with an HRIS, but the management of employee information was not done as quickly as in a computerized system. If a company did not have a paper system, the development and implementation of a computerized system would be extremely difficult. For the purpose of this book, however, we will use the term HRIS to refer to a computerized system designed to manage the company's HR.

The purpose of the HRIS is to provide service, in the form of accurate and timely information, to the "clients" of the system. As there are a variety of potential users of HR information, it may be used for strategic, tactical, and operational decision making (e.g., to plan for needed employees in a merger); to avoid litigation (e.g., to identify discrimination problems in hiring); to evaluate programs, policies, or practices (e.g., to evaluate the effectiveness of a training program); and/or to support daily operations (e.g., to help managers monitor time and attendance of their employees). All these uses mean that there is a mandatory requirement that data and reports be accurate and timely and that the "client" can understand how to use the information.

Because of the complexity and data intensiveness of the HRM function, it is one of the last management functions to be targeted for automation (Bussler & Davis, 2001/2002). This fact does not mean that an HRIS is not important; it just indicates the difficulty of developing and

implementing it compared with other business functions— for example, billing and accounting systems. Powered by information systems and the Internet, today almost every process in every function of HRM is being computerized.

The systems and process focus helps organizations keep the customer perspective in mind, since quality is primarily defined and operationalized in terms of total customer satisfaction (Evans, 2005). Today's competitive environment requires organizations to integrate the activities of each functional department while keeping the customer in mind. An effective HRIS helps by providing the technology to generate accurate and timely employee information to fulfill this objective.

2.5 Why Do We Need HRIS?

There are several advantages to firms in using HRIS (Beckers & Bsat, 2002). They include the following:

- Providing a comprehensive information picture as a single, comprehensive database; this enables organizations to provide structural connectivity across units and activities and increase the speed of information transactions (Lengnick-Hall & Lengnick-Hall, 2006)
- Increasing competitiveness by improving HR operations and improving management processes
- Collecting appropriate data and converting them to information and knowledge for improved timeliness and quality of decision making
- Producing a greater number and variety of accurate and real-time HR-related reports
- Streamlining and enhancing the efficiency and effectiveness of HR administrative functions
- Shifting the focus of HR from the processing of transactions to strategic HRM
- Reengineering HR processes and functions
- Improving employee satisfaction by delivering HR services more quickly and accurately to them

The ability of firms to harness the potential of HRIS depends on a variety of factors, such as

- the size of the organization, with large firms generally reaping greater benefits;
- the amount of top management support and commitment;
- the availability of resources (time, money, and personnel);

- the HR philosophy of the company as well as its vision, organizational culture, structure, and systems;
- managerial competence in cross-functional decision making, employee involvement, and coaching; and
- The ability and motivation of employees in adopting change, such as increased automation across and between functions (Ngai & Wat, 2004).

In assessing the benefits and impact of an HRIS to an organization, typical accounting methods do not work with the HRM function (Becker et al., 2001; Cascio, 2000; Fitz-Enz, 2000, 2002; Huselid et al., 2005; Thite, 2004; Ulrich & Smallwood, 2005). While there are several tangible benefits in implementing an HRIS, such as payroll efficiencies and reduction in labor costs due to automation, there are several intangible or hidden benefits as well (Roberts, 1999). They include employee satisfaction with streamlined and efficient HR processes and freeing up HR from routine, administrative matters to focus on strategic goals.

Furthermore, HR practices can help organizations untangle the rigidity and inertia associated with the mechanistic, routine nature of **enterprise resource planning (ERP)**. ERP software applications are a set of integrated database applications or modules that carry out the most common business functions, including HR, general ledger, accounts payable, accounts receivable, order management, inventory control, and customer relationship management. Obviously, HRM's emphasis on knowledge management, human capital stewardship, and relationship building can provide considerable assistance in the implementation and use of ERPs (Lengnick-Hall & Lengnick-Hall, 2006). Therefore, active engagement of HR professionals in the introduction and ongoing functioning of an ERP is important so that organizations can realize the strategic benefits associated with these systems (Dery & Wailes, 2005).

2.6 Different Types of HRIS

There are multiple typologies for the classification of computer-based systems; however, we are going to define the most basic types of systems and then apply them to their development and use within an HRIS. One of the earliest books in the field of computer-based systems (Sprague & Carlson, 1982) placed systems under three basic categories: **Electronic Data Processing (EDP)**, Management Information Systems (MIS), and Decision Support Systems (DSS). EDP is primarily

electronic storage of information and was first applied to automate paperwork. As Sprague and Carlson (1982) note,

Its basic characteristics include:

- A focus on data, storage, processing, and flows at the operational level
- Efficient transaction processing
- Scheduled and optimized computer runs • Integrated files for related jobs
- Summary reports for management (p. 6)

As discussed earlier in this chapter, this category of HRIS was the earliest form introduced in the HR field and fits in with the transactional level of HR activities. In the MIS category, Sprague and Carlson (1982) state that the characteristics of MIS include:

- An information focus, aimed at middle managers
- Structured information flows
- Integration of EDP jobs by business function (production MIS, marketing MIS . . .) • Inquiry and report generation (usually with a data base) (p. 7)

This type of HRIS emerged as technology improved over time, and it fits the traditional level of HR activities, such as recruitment, selection, and compensation.

Sprague and Carlson (1982) note that

DSS are focused still higher in the organization, with an emphasis on the following characteristics:

- Decision focused, aimed at top managers and executive decision makers
- Emphasis on flexibility, adaptability, and quick response
- User initiated and controlled
- Support for the personal decision-making styles of individual managers (p. 7)

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

There is another type of HRIS, identified by Kavanagh et al. (1990), which should be used in organizations to maximize the effect of computer-generated knowledge on managerial decision making. There are numerous reports generated on a regular basis from both the EDP and the MIS types of HRIS—for example, overtime and benefits usage. The critical question is, How many

of these reports are used by either line managers or HR professionals in their daily work, particularly in their decision-making capacity? All HRIS software is designed to generate a standard set of reports, but surveys and reports from both managers and HR professionals indicate that many of these reports are typically discarded. Thus, it is apparent that another type of HRIS exists—the human resources management decision system (HRMDS). This type has the following characteristics:

- Report formation and generation based on identified managerial needs for decision making
- Categorization of reports by management level
- Timing of report generation based on frequency of managerial use: daily, weekly, monthly
- Historical information retained and reported in a timely manner so that managers and HR professionals can see the results of their use of the information in their previous decisions

This type of system could be described as the ideal system since it provides critical information for decisions involving the human resources of the company, and thus, should be used as a standard for the development and application of any HRIS.

2.7 System Development Process for an HRIS

From the engineering and information processing literature, the formal design of any information processing system is supposed to follow a set of steps labeled the System Development Life Cycle (SDLC). However, as Sprague and Carlson (1982) and other writers (Aktas, 1987; Davis, 1983) have noted, the traditional SDLC is somewhat difficult to use as originally specified. But there is agreement that the SDLC has five general phases: (1) planning, (2) analysis, (3) design, (4) implementation, and (5) maintenance. As will be seen, particularly in Parts I and II of this book, there are multiple references to the SDLC and its phases.

Kavanagh et al. (1990), applying the main concepts and phases of the traditional SDLC to the HRM function, recommended the following system development process for an HRIS: “The HRIS development process refers to the steps taken from the time a company considers computerizing its human resources functions through the analysis, design, development, implementation, maintenance, evaluations, and improvement of the system” (pp. 92–93). This system development process is quite similar to the one proposed by Walker (1982). He indicated that development of an effective HRIS should follow seven stages: “Proposal to Management,

Needs Analysis, System Specifications, System Design, System Development, Installation and Conversion, and Evaluation” (p. 38).

Although this book will cover all the phases in the development and implementation of an HRIS, there are two critical points to be emphasized from these descriptions of the phases or stages of system development. One, the system development process begins when the company first begins to consider computerizing its HR functions. It is important to document this beginning of the process so that it can be considered when the system is being evaluated and maintained. The second critical point is the importance of the evaluation and, as needed, improvements to the system. This evaluation must be continuous and occur not only after the system has been implemented but also at every stage of the development. The quality of these evaluations of the system will depend heavily on the documentation of the stages of the entire system development process. The documentation of the planning and development of a system is one of the most important determinants of successful system implementation, and continued improvement.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGIES

3.1 Research design and methodologies

The sampling techniques were used on the Human Resource professionals, finance personnel, Senior Managers/Supervisors including the branch managers.

Given the study requires certain level of expertise on the use of system, Instead of probability sampling techniques , purposive sampling was preferred to collate relevant information from the expert(professionals) on the use of Human Resource Information system.

On top of this, interview using the unstructured schedule /guide has also been considered for Human Resource Personnel for plan International Ethiopia. Given the plenty of the researcher's exposure to the organization, careful observation will be considered as necessary.

a. Sample size

The target population of the study were employees and Supervisors/Managers from the Ethiopia country office and other branch areas operating at five regional areas Ethiopia.

The study covered the head office in Ethiopia and other four branches located at regional states of Ethiopia. Plan has a total of 300 regular staff as a result 50 questionnaires both in person and via e-mail the respondents has been distributed. The respondent were staff working at the head quarter and other stations down to the field offices.

The questionnaire was both open and close ended questions.

b. Method of data collection

To accomplish the desired objective, the researcher used both primary and secondary data where questionnaire was one of the key tools that has been administered to gather data pertaining to the study.

- **Primary Sources**

A source which provides direct or firsthand evidence about an event, object, person, or work of art. In the context of this study, interviewing relevant personnel, careful observation and collecting data via questionnaire was a key tool employed in the course of the research.

- **Secondary Sources**

In the context of this research as a secondary sources t materials such as electronic records relating to the organization, book, or any articles written by scholars, an online write- up and other related reports from the company's websites, and other periodical report were considered deems appropriate.

CHAPTER FOUR

RESULT AND DISCUSSION

4. Results and Discussion

4.1 Demographic information of the respondents

Table 1, sex distribution of the respondents

	Distribution of Sex		
#	Male	Female	Total %
1	80	20	100

As indicated on table 1, with regards to the distribution of sex, out of 50 respondents, majority of the respondents (80%) are male and 20 % are female.

Table 2, age category of the respondents

Age	Age category	frequency	Percent
	Between 18-25	7	15
	Between 26-33	11	21.3
	Between 34—40	15	30.49
	Between 41-47	12	23.1
	Greater than 48	5	10.11
Total		50	100%

As table 2 clearly shows that out of 50 respondents, **15%** were between the age group of were at 18–25, **21.3%** were at 26–33, **15%** were at 34–40, **30.49%** were at 41–47, **23.1%** and **10.11%** were above 48 years of age.

Table 3, work experience of the respondents

	Category in work experience	frequency	Percent
Experience	> 2 years	6	11.3
	Between 2-4	10	20.7
	Between 5-7	16	32
	Between 8-10	8	16
	>10	10	20
Total		50	100%

As clearly indicated in the table, out of 50 respondents, 31.53% have worked between 5 to 7 years, 21.14% have worked 2 to 4 years, 20% have worked 8 to 10 years and 16% have worked greater than 10 years and 11.3% have worked less than two years.

Table 4, the academic qualification of the respondents

#	Academic qualification	Frequency	Percent
1	Diploma	12	23
2	Under graduates	22	45
3	graduates	16	32
4	PhD	-	0
	Total	50	100%

Pertaining to their academic qualification out of 50 respondents 23% of them are Diploma holders, 45% are under graduates and the rest of 32% are graduates.

Table 5 respondents per their duty stations

Duty Station			
#	Addis Ababa	Field offices	Total%
1	40	60	100

As part of assessing the impact of Human Resource Information system implementation at both country and field offices level, out of 50 respondents, 40% of the staff are based in Addis Ababa, Country Office, and the rest of 60% are based in the field offices namely, Adama, Bahir Dar, Gambella and Hawassa.

Table 6. **Storing and analyzing information:** - do you think that Human Resource Information System is helping Plan International Ethiopia to store and analyze Human Resource related information?

		Frequency	Valid percent
Valid	Highly Agree	31	61.35
	Agree	19	38.65
	Disagree	-	-
	Highly Disagree	-	-
	Total	50	100%

Out of 50 respondents, 61.35% of the participants highly agree and 38.85% agree that HRIS has helped the organization (PIE) in storing, and analyzing information

Table 7.Improves organizations performance: - do you agree that Implementing HRIS is assisting Plan International Ethiopia to improve its performance

		Frequency	Valid percent
Valid	Highly Agree	-	-
	Agree	39	77.5
	Disagree	11	22.5
	Highly Disagree	-	-
	Total	50	100%

Out of 50 respondents 77.5% agree and the rest (22.5%) disagree that HRIS has improved the organizational performance of Plan International Ethiopia.

Table 8. Increase administrative efficiency: - if you are asked to share with your opinion, would you agree that HRIS has brought efficiency in the area of HR Administration?

		Frequency	Valid percent
Valid	Highly Agree	13	26.15
	Agree	37	73.85
	Disagree	-	-
	Highly Disagree	-	-
	Total	50	100%

Out of the 50 respondents who partake on the survey, the majority, 73.85% agree and 26.15% highly agree that HRIS has increased the administrative efficiency of Plan international Ethiopia

Table 9. Benefits administration work: - do you agree that HRIS is useful for administrating the benefits of the employees?

		Frequency	Valid percent
Valid	Highly Agree	31	61
	Agree	11	23
	Disagree	8	16
	Highly Disagree	-	-
	Total	50	

Out of the 50 respondents, the majority, 61% highly agree and 23% agree and 16% disagree the HRIS has helped for benefit and administration work at Plan International Ethiopia.

Table 10. Made work smooth and easier:-in your opinion, do you think that implementing HRIS has made the HR administrative work smooth and easier?

		Frequency	Valid percent
Valid	Highly Agree	13	25.38
	Agree	37	74.62
	Disagree	-	-
	Highly Disagree	-	-
	Total	50	

Out of 50 respondents, 74.62 agree and 25.38% highly agree that HRIS has made the work smooth and easier.

Table 11. Improves work environment: - do you agree that HRIS has improved the work environment particularly in the HR department

		Frequency	Valid percent
Valid	Highly Agree	39	77
	Agree	11	23
	Disagree	-	-
	Highly Disagree	-	-
	Total	50	
			100%

As clearly seen on the table, 77% highly agree and 23% agree that HRIS has improved the working environment particularly in the department of Human Resource of the organization.

Table 12. Helps talent management:-Do you agree that, HRIS helps Plan International Ethiopia to manage talents?

		Frequency	Valid percent
Valid	Highly Agree	-	10
	Agree	43	40
	Disagree	7	40
	Highly Disagree	-	10
	Total	50	
			100%

As seen from the table, out of 50 respondents, 10 highly agree, 40 % agree, 40 disagree and the rest of the 10% highly disagree that implementation of HRIS has helped the organization in managing talents.

Table 13. Increased the quality of work: - in your opinion, do you agree that HRI has brought quality improvement of the work in Plan International Ethiopia?

		Frequency	Valid percent
Valid	Highly Agree	-	-
	Agree	40	80
	Disagree	10	20
	Highly Disagree	-	-
	Total	50	100%

Out of 50% respondents, 80% agree and the rest 20 disagree that HRIS implementation increased the quality of work at Plan International Ethiopia.

Table 14. Helps in decision making:-do you agree that HRIS has facilitating the decision making on different areas of human resource issues?

		Frequency	Valid percent
Valid	Highly Agree	25	50
	Agree	25	50
	Disagree	-	-
	Highly Disagree	-	-
	Total	50	100%

Out of 50 respondents, there is an equal response 50% of both highly agree and agree that the HRIS implementation has helped Plan international Ethiopia helped in decision making with regards to human Resource Matters.

Table 15. Reduce Cost of HR: - do you agree that Implementing HRIS has brought reduction of costs in connection to human resources?

		Frequency	Valid percent
Valid	Highly Agree	43	86
	Agree	7	14
	Disagree	-	-
	Highly Disagree	-	-
	Total	50	100%

Finally out of 50 respondents who participated in the survey, the majority, 85% of the respondents highly agree and 14% agree that implementation of Human Resource Information system has reduced the cost of Human Resource.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

HRIS provides information and guidelines for the operation of Human Resource functions, HRM is still a caretaker of employee records, and however, the existence of an HRIS, makes this information readily available and useful for managerial decision making. The system is able to produce more effective and faster outcome than that can be done on papers. HRIS can acquire and track almost any type of data and produce reports depending on queries. Some of the effects of HRIS are that it has brought about an improvement in the overall HR functions of the organization not only in administration work. HRIS can be one of the powerful levels of change for the HR Department in any organization.

Apart from the limited capacity of the Information Communication Infrastructural facility, the study shows that the system is sometimes complicated and difficult to work, but it has helped Plan International Ethiopia particularly in light of aligning the HR practices with the organizational strategy, identify improvement areas, and keep well-informed with the current practices. It allowed Plan Ethiopia to assess and evaluate any gaps or potential risks and increase the commitment of Human Resource professionals to continuous improvement.

On the whole, 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, Manager 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 the manual system, the supervisors were needed to request all relevant information from the human resource department either electronic copy or hard copy. But now with the implementation

of human resource information system it helped the supervisor to access and view data as necessary and made recommendations on issues relevant to the employee for operation.

A follow-up study can be done to see if plans has adopted HRIS, for more strategic purposes. By making the HRIS a part of the organization, the HR Department can transform itself to be a strategic business partner.

5.2 Recommendations

As clearly depicted the conclusion, implementing HRIS at PIE has brought a number of advantages. Nonetheless, few of the respondents didn't agree that Plan Ethiopia is not getting all the service that the system is offering. And hence, the following recommendations are suggested for way forward.

- Not all staff are accessing the system thus, no matter how HRIS is implemented and providing care taking service, manual system is still applicable for few human resource functions such as, performance appraisal, leave administration, update of personal information. Consequently there should be a mechanisms to upskill the capacity of the users/staff at all level so that the organization avoids duplication of efforts.
- Apart from the capacity of lower level staff, poor internet connection facility down to the field offices has negatively affecting the contribution of the system and hence, it is highly recommended PIE to upgrade the capacity of the internet bandwidth currently getting from the service provider.
- Weak Information Communication facility has facility on most regional part of the country is one of the hurdle that affect the efficient utilization of the system, nonetheless, PIE needs to see all possible mechanisms that helps to ameliorate the tassel in light of the facility.
- The level of staff commitment in light of using the system is reflected as poor and the human resource professional has to remind again and again staff to use the system as a result this has caused doubt on the reliability of the data. In light of this upgrading the speed of the internet capacity as well as upskilling the users is also a very important task as system requires a web page platform, requires significant amount of bandwidth.
- The organization (PIE) is also using a number of other systems both in the programs and other operational areas such as finance. Systems are applicable here and there and it is very important to think about integration of the systems which would in turn help to ensure the optimum level of efficiency.

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Questionnaire

The purpose of this questionnaire is purely for academic reasons and will not have any effect on your personal matter. It is to collect appropriate information which will help to identify the impact of Human Resource Information System, HRIS on Human Resource activities as well as program, and finally to recommend possible solutions for the identified issues to the management.

To achieve this purpose, your cooperation in completing this questionnaire is highly appreciated. We make sure that your response will be kept confidential, and will be used only for the intended study purpose. Accordingly, your response, and timely return is quite vital to determine the success of the research. Therefore, you are kindly requested to respond to each of the questions carefully.

Please take as much time as necessary to complete these questions. Thank you for agreeing to participate in this study.

Instructions:

- Writing your name is not necessary.
- For close ended questions put “” mark and for open ended questions write a brief answer in the space provided.

This questionnaire is separated into five sections, as follows:

Section I: General/Demography Questions

Section II: What are the impact of HRIS implementation on HR as well as Programs?

Section III: What are the constraints of HRIS and what sort of intervention is essential to help to mitigate the constraints?

Section IV: Possible recommendations for strategic use of the HRIS

Section I: General/Demography Questions

This section is designed to provide background information about your experience, familiarization and understanding of outsourcing operations.

1. Sex: Male Female
2. Age (Years): 18-25 26-33 34-- 40 41-47 48 and above
3. How long have you worked in Plan International Ethiopia?
Below 2 years 2 – 4 years 5 – 7 years
8 – 10 years more than 10 years
4. Level of education
a) Secondary b) Diploma c) 1st Degree c) 2nd Degree and above

5. Please choose your areas duty station.

- In Addis Ababa
- Field office

6. In your perspective, what areas does the implementation of HRIS benefits Plan International Ethiopia

Section II: What are the impact of HRIS on Human Resource activities?

This section contains question that relates to the impact of Human Resource Information System implementation on Plan International Ethiopia aiming at obtaining relevant information pertaining to the impact of HRIS implementation on HR as well as programs

Please read the statement and put “√” mark in the corresponding column (i.e. 4=Highly Agree, 3=Agree, 2=Disagree, 1=Highly Disagree)

No.	Statement/Descriptions	1	2	3	4
7.	<p>Storing and analyzing information</p> <p>Do you think that Human Resource Information System is helping Plan International Ethiopia to store and analyze Human Resource related information?</p>				
8.	<p>Improves organizations performance</p> <p>Do you agree that Implementing HRIS is assisting Plan International Ethiopia to improve its performance</p>				
9.	<p>Increase administrative efficiency</p> <p>If you are asked to share with your opinion, would you agree that HRIS has brought efficiency in the area of HR Administration?</p>				
10.	<p>Benefits administration work</p> <p>Do you agree that HRIS is useful for administrating the benefits of the employees?</p>				
11.	<p>Made work smooth and easier</p> <p>In your opinion, do you think that implementing HRIS has made the HR administrative work smooth and easier?</p>				
12.	<p>Improves work environment</p> <p>Do you agree that HRIS has improved the work environment particularly in the HR department</p>				
13.	<p>Helps talent management</p> <p>Do you agree that, HRIS helps Plan International Ethiopia to manage talents?</p>				

14.	<p>Increased the quality of work</p> <p>In your opinion, do you agree that HRI has brought quality improvement of the work in Plan International Ethiopia?</p>				
15.	<p>Helps in decision making</p> <p>Do you agree that HRIS has facilitating the decision making on different areas of human resource issues?</p>				
16.	<p>Reduce Cost of HR</p> <p>Do you agree that Implementing HRIS has brought reduction of costs in connection to human resources?</p>				

Section III: What are the constraints of HRIS and what sort of intervention is essential to help to mitigate the constraints?

This section asks questions related to employee about the constraints of implementing HRIS as well as suggestions for improvement provided that any.

17. In your opinion, is Information Communication Technology, such as Internet connection be a limiting factors for effective utilization of HRIS in your case?

- Yes
- No

18. If your answer is yes to the above question, what would you suggest to Plan International Ethiopia?

Section IV this sections aims to assess possible recommendations for strategic use if any.

19. What do you think are the possible recommendation for effective utilization of HRIS at plan International Ethiopia?

20. In your experience, what should Plan Ethiopia needs to ensure in getting the best out of implementing the HRIS?

Interview questions

1. Do you have experience of working on any HRIS/other Enterprise Resource Planning software in the organization you worked so far? If so how long?
2. What visible impact did you notice as a result of HRIS implementation in Plan International Ethiopia?
3. As a Human Resource professional what do you think are the impact of the system in your day to day assignments?
4. In your opinion to which function of Human Resource did you find HRIS very efficient /very useful? Highlight if any?
5. What do you think are the advantages of the HRIS over the manual system? And what option does the system give to the employee, while compared with the manual system?
6. In your suggestion, what do you think are the constraints of the systems and recommendation to ensure that the organization gets the best out of it?
7. Given your experience so far on the system, what do you think are areas that require improvement?
8. Considering the ICT infrastructure facility, highlight the challenges you met on working on the HRIS system?
9. What is your overall recommendation on the HRIS system?
10. Any additional points you would like to mention on the impact of the HRIS system on the HR function as well as the programs?