



ST.MARY'S UNIVERISTY
SCHOOL OF GRADUATE STUDIES
MBA IN CONCETERATION WITH HRM PROGRAM

**AN ASSESSMENT ON THE PRACTICES AND CHALLENGES OF HUMAN
RESOURCE INFORMATION SYSTEM (HRIS) IN COMMERICL BANK
ETHIOPIA**

BY:
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March, 2023
Addis Ababa

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RESOURCE INFORMATION SYSTEM (HRIS) IN COMMERICAL BANK
ETHIOPIA**

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
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REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS
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DECLARATION

I, the undersigned, declare that this research titled assessment on Practice and Challenges of Human Resource Information System (HRIS) A case of Commercial Bank of Ethiopia is my original work. Prepared under the guidance of my Advisor Tewodros Mekonnen (PhD) .All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Melat Mideksa

Signature _____ **Date** -----

CERTIFICATIN

Here with I state that Melat Mideksa carried out this research work on the topic entitled ASSESMENT ON PRACTICES AND CHALLENGES OF HUMAN RESOURCE INFORMATION SYSTEM (HRIS) under my supervision. It is sufficient for submission for the partial fulfillment for the award of MBA.

Tewodros Mekonnen (PhD)

Advisor

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Signature

Date _____

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LIST OF ACRONYMS AND ABBEREVIATONS

CBE: *Commercial Bank of Ethiopia*

HRIS: *Human Resource Information System*

ERP: *Enterprise resource planning*

HRM: *Human Resource Management*

HR: *Human Resource*

LMS: *learning management system*

EPMS: *Employee Performance Management system*

SPSS: *Statistical Package for Social Science*

E-HRM: *Electronic Human Resource Management*

Table of Contents

DECLARATION.....	iii
CERTIFICATIN	iv
ACKNOWLEDGMENT	v
LIST OF ACRONYMS AND ABBEREVIATONS.....	vi
LIST OF FIGURES AND TABLES	x
ABSTRACT.....	xi
CHAPTER ONE:	1
INTRODUCTION.....	1
1.1 Background of the study.....	1
1.2 Background of the Organization.....	3
1.3. Statement of the problem	4
1.4 Research Questions.....	6
Objectives of the study	6
1.4.1General Objective	6
1.4.2 Specific Objectives	6
1.5 Significance of the Study	6
1.6 Scope of the Study	7
1.7 Limitation of the Study	7
1.8 Definition of Key Terms	7
1.9 Organization of the Study	8
CHAPTER TWO:	9
RELATED LITERATURES REVIEW.....	9
2.1 Review of Theoretical Literature	9
2.2 Human Resource Information Systems (HRIS).....	9
2.3 HRIS – Why it is needed?.....	10
2.4 Human Resource Information System Application.....	11
2.5 Benefit of Human Resource Information System (HRIS)	14
2.6 Purpose of HRIS.....	17
2.7 HRIS model	18
2.8 Factors affecting Human Resource Information system	19
2.9 Challenges Human Resource Information system.....	26
2.2.2 Empirical Literature Review	26
2.2.1 Human Resource Information system application usage	26

2.2.3 Factors affecting Human Resource Information system	26
CHAPTER THREE:	28
RESEARCH METHODOLOGY AND METHODS	28
3. 1 Research Design	28
3.2 Research Approach	28
3.2.1 Quantitative Research	28
3.2.2 Qualitative Research	29
3.3 Population, sampling size and Sampling Method	29
3.1Population	29
3.2 Target Population	29
3.3 Sample Size Determination	29
3.4 Sampling Method and Sampling Techniques	30
3.5 Data Sources and Data Collection Method	30
3.5.1 Data Collection Technique	31
3.6 Reliability and Validity.....	31
3.6.1 Validity.....	31
3.6.2 Reliability	31
3.6.3 Result of reliability test	32
3.7 Method of data analysis	32
3.8 Ethical consideration of the study	32
CHAPTER FOUR:.....	33
DATA ANALYSIS AND INTERPRETATION	33
4 INTRODUCTION.....	33
4.1 ANALYSIS OF THE CHARACTERISTICS OF RESPONDENTS.....	33
4. 2 Data Analysis & Discussion	35
4.2.1 HR and Payroll Data Management	35
4.2. 3	40
4.2. 4 Benefits & Compensation Management.....	41
4.2.5 Challenges in Using HRIS at CBE	43
CHAPTER FIVE:	46
SUMMARY, CONCLUSION AND RECOMMENDATION	46
INTRODUCTION.....	46
5.1 Summary of Major Findings	46
5.2 CONCLUSION.....	48
5.3 RECOMMENDATION.....	49

REFERENCES.....	51
Appendix-I:.....	56
Questionnaire (English).....	56
Part II: Major Variables of HRIS for this thesis of CBE.....	57
Appendix-II:	60

LIST OF FIGURES AND TABLES

FIGURES

- Figure 1: Overall benefits of HRIS (Krishna and Bhaskar, 2011). Krishna and Bhaskar, (2011) 16
- Figure 2: Model of Human Resource Information Systems (HRIS), source: Aggarwal(2012) 18

TABLES

- Table 1: Total Number of Target population30
- Table 2: Table Reliability Test Results for the variables studied32
- Table 3: Background information of the respondents-----33
- Table 4 :HR and Payroll Data Management35
- Table 5 : Assessing feasibility of the system in using HRIS-----38
- Table 6: The Roles of HRIS in employee recruitment and selection process40
- Table 7: Benefits & Compensation management.....41
- Table 8: Challenges in Using HRIS at CBE43

ABSTRACT

The purpose of this study is to assess the practice and challenges of Human Resource Information Systems (HRIS) in the case of Commercial Banks of Ethiopia focusing on the head office. In doing this, the study has adopted a mixed methods research approach. Structured questionnaire was developed and distributed in addition to open-ended interview questions conducted with key informants. A sample of 113 employees out of 156 employees working in the head offices have been participated in filling the distributed closed-ended questionnaires and five management and software developers were interviewed too. This study used a descriptive type of research that sets out to assess HRIS practices and challenges in CBE. All the five variables were properly described and analyzed and; as per the general findings from both questionnaires and interview techniques, HRIS application is properly becoming operational and practiced at the head office of CBE. Generally the research findings have indicated that the HRIS enables CBE to automate all HR activities; promotes efficiency and effectiveness, integrate all HR tasks; enables the bank to perform all HR activities end to end via automated and interrelated systems. It also enables to access employee data from anywhere; changes tiresome manual work to automation and automates HR recruitment and documentation activities. In addition, the HRIS of the bank is user friendly in the sense that employees perform operations and access the required HR data easily. However, the findings of the study show that various challenges limited the HRIS of the bank. Lack of awareness to feed timely data, network interruption, knowledge gap to properly execute the system and complicated policy and procedures to customize the system add their share to problem. In order to automate HR division transactions, the current system is capable to handle about 80% and above. As recommendation, on-the-job training program should be facilitated, systems should also be timely updated and the network speed and capacity of the nation should be improved and the skill gap has to be properly filled.

Key Words: HRIS, HR Automation, challenges of HRIS, on-the-job training

CHAPTER ONE: INTRODUCTION

This section deals with background of the study and organization, statement of the problem, basic research questions, general and specific objectives of the study, definition of terms, significance of the study, scope of the study and organization of the study.

1.1 Background of the study

Among the remarkable growth of Internet along with higher information communication and networking technologies, the Human Resources Information Systems (HRIS) already introduce in industrial nations. Human Resource Information Systems (HRIS) is a process that utilizes the information technology for the effective management of human resource functions and applications. It is a computerized system typically comprising a data base or inter related data base that track employees and their employment specific information (Gill and Johnson, 2010). It can be briefly defined as integrated systems used to gather, store and analyze information regarding an organizations human resources (Hendrickson 2003).that is necessary by the organization about the organization unit, personnel activities and human resources. It is a collection of databases that integrate together to form a vast record of all employee issues that exist within accompany.

There was wide study on the implementation and uses of HRIS While some have examine the type of applications that dominate HRIS (Jain 2014; Fagan 2015). Rand (2014), the study show that the most common utilize modules of HRIS use in the business organizations are Employee Records, followed by compensation and Recruitment/Selection. Inadequate knowledge in implementing HRIS as the factors of usage identified in this study.

In this study, the benefits of HRIS accessible in such a way that the reduction of man power and paperwork, faster response time, the more accurate HR information, and more efficient tracking and controlling(Patel 2015) the study of Understanding Human Resource Information Systems & Its Importance in this study the researcher identified that HRIS system and subsystem supports HRM functions. In addition to that HRIS play a major role on facilitating and improving HRM functions. Awl's (2010) the study conduct on Sri Lankan industry demonstrates the level of HR modules utilization. Among the most known HR functions used in HR department HRD (training and development), recruitment and selection and performance appraisal are commonly utilized by all the companies.

HRIS initiatives knowing accept as the best chance for improvement in any organization as well as in the banking and financial sector to accommodate the increasing demand and supply of fundamental services or banking services in both the developed and developing countries supply of fundamental services or banking services in both the developed and developing countries(Ahmer,2013).

Developed nations have already investing and continue to invest considerable amount of resources in HRIS. The implementation of HRIS to improve the efficiency of banking and financial services (Chua, 1996) Most of the studies carried out over the years conduct focusing primarily on developed nations (Karakanian, 2000). This thesis is attempt to fill the gap by analyzing adoption issues of HRIS& challenge of practicing HRIS in the Commercial Bank of Ethiopia from the context Ethiopian banking and financial organization perspective. In the Hong Kong organization, Ngami and Wat (2006) performed a survey for the implementation of HRIS. They found that HRIS help to gain the quick response and the proper access to the information. Also, HRIS minimizes the overall HR costs, helps the employee to analyze, monitor, control the own information, conducts the proper analysis, contributes to making decisions and communicate with others without any help or consultation of HR expert.

Zhang and Wang (2006) assert that a great successful way of running a good business in the present world is to make the use of the proper application and implementation of IT in HRM. However, Krishnan and Singh (2006) found in their study that there is a lack of knowledge from the HR department about the HRIS, and there is a lack of importance in HR department in implementing HRIS.

In modern human resource information system, major challenge is lack of strategic or operational functionality. Inadequate integration with other systems within the organization, the complication of the system, inflexibility, and the lack of a user-friendly interface also create problems. Organization's senior management must communicate the need to implement new systems in addition; people resist the implementation because they are involved in the development of new business strategies, solutions, and plans (Horney &Riddle, 1998). In line to the above background, this present thesis aims at providing information regarding the practice and challenges of HRIS in Commercial of Ethiopia.

1.2 Background of the Organization

Ethiopia has two government owned banks, Commercial Bank of Ethiopia (CBE) and Development Bank of Ethiopia (DBE) and 25 private Commercial Banks. Commercial Bank of Ethiopia was established in 1942. It was legally established as a share company in 1963. In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development activities of the country. In addition, the bank has merged with Construction and Business Bank (CBB), which is the third government owned bank, in the form of takeover, where CBB has been absorbed by the CBE effective since 2016.

As of June 30, 2021 CBE has 30 district offices and 1544 branches across the country with a total of 37, 000 numbers of permanent employees all over the country. The bank is serving the society with four core banking processes- domestic banking, international banking, E-payment and interest free banking. Under domestic banking there are deposits, credit facility and local money transfer. International banking service contains trade service, and money transfer. And E-payment contains internet banking, card banking and mobile banking. The interest free banking provides banking services based on Sherea principles and regulations.

The bank has set a clear vision A World-class Commercial bank finically driving Ethiopia's future...with a defined mission and commitment to realize stake holders' value through enhanced financial intermediation by deploying best professionals and technology. In order to realize its vision, the bank sets core value such as integrity; service excellence; professionalism; empowerment, innovative Organization team work; respect for diversity and corporate citizenship.

To achieve these set objectives, the bank has revised its human resource policy and procedure in 2017G.C, and it is clearly stated in it that each assignment of employees (promotion or transfer) would be done based on merits i.e. ., considering employee's ability, qualification, and the required experience through competition. The merit-based assignment is used to encourage employees to increase their knowledge in maintaining a high level of competence and increase employee's aspiration to be promoted along the bank's career path and finally to result in overall improvement of the bank (CBE Bank website).

Commercial Bank of Ethiopian is one of the most rapidly growing banking industries of the country with the progression of information technology. Commercial Bank of Ethiopian has been using

ORACLE to manage human resource since 2017 negotiation with oracle an American company to work on enterprise resource planning (ERP)—an automation system which will integrate the whole process of the bank under one system pioneering technology in the local financial sector. Oracle is computer technology corporation best known for its software products and services like java through the four main business segments cloud and license hard ware and services oracle sells its cloud engineering services and systems and data base management system. HRIS by PeopleSoft (now Oracle) to manage the majority of its global HR processes including e-recruitment and performance appraisals and other HR activity Therefore, this paper tried to evaluate practice and challenges of HRIS application in Commercial Bank Ethiopian.

1.3. Statement of the problem

As the level of information technology becomes more and more advanced, the synchronized application of it with modern human resources are paramount important; Leading management thinkers suggest that “it is not technology, but the art of human- and humane management” that is the continuing challenge for executives in the 21st century (Drunker, Dyson, Handy, Safe, & Singe, 1997). Similarly, Smith and Kelly (1997) believe that “future economic and strategic advantage will rest with the organizations that can most effectively attract, develop and retain a diverse group of the best and the brightest human talent in the market place”. To remain competitive in this business world, organizations require to balance resources available to them and to bring the intended results into reality. The major resources to be used fall into three categories; these are physical, organizational and human; what comes at the front page among the above mentioned resources is human; that is, the management of human resources in the global economy is the most critical of the three (Michael J. Cavanaugh Mohan Trite and Richard D. Johnson, 2015).

Besides, emerging hyper-competitive era in the last few decades has increased the need of information system and technology in human resource management for competitiveness. The revolution in information technology is completely and swiftly redefining the way things are done in nearly every field of human activity. Human resources and information technology are two elements that many firms are looking to utilize them as strategic weapons to compete. Information systems especially developed for human resource management referred as human resource information system (HRIS) is an integrated system necessary to collect, record, store, manage, deliver and present data for human resource and hence promotes effectiveness of human resource system. Human resource technology or human resource information system shapes an interaction

between human resource management and information technology. There has been a considerable increase in the number of organizations gathering, storing and analyzing information regarding their human resources through the use of human resource information system. HRIS has become a critical factor in making business competitive and effective (GianJyoti 2012).

In modern human resource information system, major challenge is lack of strategic or operational functionality. Inadequate integration with other systems within the organization, the complication of the system, inflexibility, and the lack of a user-friendly interface also create problems. Organization's senior management must communicate the need to implement new systems. Also, people resist the implementation because they are involved in the development of new business strategies, solutions, and plans (Horney &Riddle, 1998).

This is why the researcher of this thesis tries to describe the existing situation of Commercial Bank of Ethiopia practice in connection to HRIS at the head office. As mentioned earlier, HRIS already implemented in Commercial Bank of Ethiopia 2017. However Commercial Bank of Ethiopia is not utilizing the system in full service capacity. According to HR annual reports of HR department, HRIS applications still lack utilizing in HRIS full potential. As a result, Commercial Bank of Ethiopia is partially engaged in the manual system which caused error, delay and lack of consistency in decision making which also affects the performance, efficiency and productivity of the organizations.

Therefore, the research was to assess practice and challenges of HRIS application at Commercial Bank of Ethiopia in HR Division and investigates about the potential factors that affect the usage of HRIS in Commercial Bank of Ethiopia. In order to fill the above gap in the study area, Since CBE have newly design its HRIS in progress to implement it, from the broader perspective, this study may help the bank to see its improvement in terms of the practice of the system and to describe areas of focus for the assurance of successful implementation of the system in the HRM department.

1.4 Research Questions

The followings are the leading questions of the study

1. What does HR and pay role related data management system implement in CBE?
2. What can we tell about the feasibility of the HRIS system using in CBE?
3. How HRIS does help CBE in the process of employee recruitment and selection?
4. To what extent HRIS system administer the benefit and compensation management System in CBE?
5. What are the challenges faced by the bank in implementing the system of HRIS?

Objectives of the study

1.4.1 General Objective

The general objective of this study is to assess the practices and challenges of HRIS (Human Resource Information System) in Commercial Bank of Ethiopia at Head Office.

1.4.2 Specific Objectives

Specific objectives of the study are the following: -

1. To examine the practice of HR and Payroll related data management system of CBE.
2. To assess the feasibility of the system in using HRIS.
3. To evaluate the roles of HRIS in employee recruitment and selection process of the bank.
4. To identify how HRIS managing benefits and compensation of CBE.
5. To assess challenges faced by CBE in implementing HRIS.

1.5 Significance of the Study

The study will assist managements and HR department employees at Commercial Banks of Ethiopia know what the employees perceive about the existing Human Resource Information Systems, major challenges that may faces, how it becomes effective and ways of improving the system. Commercial Banks of Ethiopia was designed & implemented the Human Resource Information Systems recently as one strategic aspect of its human resources development strategy, and has started to implement it from the broader perspective, this research is important to determine the effectiveness of the HRIS in CBE and to depict areas of focus for the assurance of successful implementation of the HRIS. Consequently, it is believed that findings in this study provides Human Resource practitioners and the line managers with up-to- date information for implementing effective staff Human Resource Information System and management techniques. This is important because for CBE to achieve its strategic objectives, it must have effective performance contracts with members of staff who are

expected to commit themselves to achieving organizational goals. The results and findings in this study would generate new conclusions to enrich the existing body of knowledge and literature by examining the nature of Human Resource Information System currently operating in CBE. This would provide further inputs to researchers who may be interested in carrying out future investigation on the topic of Human Resource Information System and related themes. Furthermore, it helps as a source document and as a springboard for further studies and investigations by the organization to solve other human resource related problems afterward.

1.6 Scope of the Study

The scope of this Thesis focuses only on the practice and challenges of HRIS and the study is limited in geographically to Commercial Bank of Ethiopia, Head office. Focus only HRIS system application user in HR division, the study was the time bounded End of June 30, 2022 HR Progress report considered HR staff under HR division in Commercial Bank of Ethiopia. Due to the large number of factors considered to influence the adoption of Human Resource Information Systems, the study focus only on HRIS systems factors related with usage of HRIS.

1.7 Limitation of the Study

Every research has its own challenges. Notwithstanding, this research had its own limitations. During data collection, the researcher couldn't attend physically due to the different assignment and employees were absent so it was quite difficult getting in touch with them. But participants were sending their response through email some Due to the combination of studies and work the researcher also did have limited time, but these limitations did not affect the validity of the study.

1.8 Definition of Key Terms

HRM - human resources management is a strategic and coherent approach to the management of an organization most valued assets-the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

(HRIS)is a computerized system that enables human resource managers to gather, organize, store, update and retrieve the information needed for managing employees (Kleynhans, 2006).

Challenge- the situation of being faced with something that needs great mental or physical effort in order to be done successfully and therefore tests a person's ability. It can also be defined as to cause difficulties for someone or something (Cambridge business English dictionary, 2018).

Practice - can be defined as actual application or use of an idea, belief, or method, as opposed to

theories relating to it. It can be also defined as what actually happens as opposed to what is meant or believed to happen (Oxford dictionary, 2018).

1.9 Organization of the Study

The study has included five chapters.

Chapter One:

The study has include five chapters for which the first chapter covers the background of the study and organization, statement of the problem, research questions, objective of the study significant of the study, scope of the study, limitation of the study and definition of Terms.

Chapter Two: Review of Related Literature:

This chapter deals with the literature relevant to Human Resource Information System.

Chapter Three: Methods of the Study

Chapter three covered the research methodology incorporating; description of the study area, research design, research approach population and sample, data Sources and types, data collection procedures, reliability and validity, data analysis and ethical consideration.

Chapter Four: Results and Discussion

This chapter summarizes the results/findings of the study, and interpretation and/or discussion the findings. The results and discussions will be extensively associated with the literature review made in chapter two.

Chapter five: Summary, Conclusions and Recommendations

This chapter comprises four sections, which include summary of findings based on the findings in chapter four, conclusions which is drawn from the summary of the findings, and practical recommendations parts.

CHAPTER TWO: RELATED LITERATURES REVIEW

The researcher reviews related literatures in this section of the investigation. This chapter covers theoretical review, an empirical review of prior similar works.

2.1 Review of Theoretical Literature

In this part of the study, the researcher has reviewed related literatures. This chapter includes the theoretical review, empirical review from previous related works.

2.2 Human Resource Information Systems (HRIS)

HRIS is part of an organizational wide information system referred to as an ERP (enterprise resource planning systems) which is an integrated application package that enables transaction oriented data and business processes for the entire organization (Skoum populous & Nguyen-Newby, 2015). HRIS define it as a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization human resources to support HRM and managerial decisions. An HRIS is not simply computer hardware and associated HR related software. It requires cooperation among departments for its best use. That is, it includes hardware and software; it also includes people, forms, policies and procedures, and data. (Michael J. Kavanagh and Richard Johnson)

Human Resource Information Systems (HRIS) is a process that utilizes the information technology for the effective management of human resource functions and applications. It is a computerized system typically comprising a data base or inter related data base that track employees and their employment specific information (Gill and Johnson, 2010).

Human Resource Information System (HRIS) is a systematic way of storing data and information for each individual employee to aid planning, decision making, and submitting of returns and reports to the external agencies. HRIS can be briefly defined as integrated systems used to gather, store and analyze information regarding an organization human resources

It merges HRM as a discipline and in particular it's basic HR activities and processes with the information technology field. It can be used to maintain details such as employee profiles, absence reports, salary administration and various kinds of reports. It is one of the benchmark HR practices in the corporate world (Johan, 2014).

HRIS is part of an organizational wide information system referred to as an ERP (enterprise resource

planning systems) which is an integrated application package that enables transaction oriented data and business processes for the entire organization (Skoum populous & Nguyen-Newby, 2015).

(HRIS) define human resources information systems as a system that develops current and accurate information for decision-making and monitoring and most of applied information technology is to maintenance staff's information, monitoring salary operations, keeping information about absences and doing administrative affairs and employment and training programs Colander (2011). The nature of CBE Oracle system I-recruitment (IRC) Oracle core human resource, Oracle learning management (OLM),oracle self-service human resource, performance management carrier development, succession planning, Health care.

2.3 HRIS – Why it is needed?

HRIS provide human resource professionals with opportunities to enhance their contribution to the strategic direction of the firm, First by automating and devolving many routine human resource task to the line management, HRIS provides human resource professionals with the time needed to direct their attention towards more business critical and strategic level tasks, such as leadership development and talent management (Longneck et al., 2003). Other incentives for HRIS implementation are mentioned as following.

Formulation of policies and programs related to human resource. Facilitating decision making in areas like promotion, transfer, nomination, setting employees provident funds, retirement, gratuity, leave travel concession and earned leave Compensation. Supplying data and submitting returns to government and other statutory agencies. Collecting appropriate data and converting them to information and knowledge for improved timeless and quality of decision making.

Producing a greater number of varieties of accurate and real time human resource related reports. Increase competitiveness by Reengineering human resource processes and functions. Improving employee satisfaction by delivering human resource services more quickly and accurately. Provides a comprehensive information picture as a single, integrated data base; this enables Organizations to provide structural connectivity across units and activities and to increase the speed of information transactions (Lengnick et al., 2006). Considering these facts, it is important to mention that the human resource management Function needs to invest in information technology training and communicate the benefits of Employees participation and involvement in HRIS services (Panayotopoulou et al., 2007).

2.4 Human Resource Information System Application

Specific HRIS Applications mostly in concert with two software platforms, Oracle PeopleSoft and SAP. These two platforms have all HR applications needed for a global corporation. Commercial Bank of Ethiopia use oracle people software to operate all human resource activity. HRIS Applications: Researchers have made various suggestions regarding how HRIS applications may support organizational processes (Hendrickson, 2003; S.C. Kundu, Rajesh Kadian, 2012). A number of the HRIS applications that have been defined by these researchers (Byars and Rue (2004) reported several applications for HRIS, such as clerical applications, applicant search expenditures, risk management, training management, training experiences, financial planning, turnover analysis, succession planning, flexible-benefits administration, compliance with government regulations, attendance reporting and analysis, human resource planning, accident reporting and prevention and strategic planning. In addition to data storage, the HRIS system also allows certain tasks to be completely much easier than they would be by hand, as well as reducing the amount of paper that HR departments must store.

HRIS incorporate several modules or subsystem and wide ranges of applications from a very simple data capturing to most sophisticated application, HRIS was limited to operate in HR departments for many years, but recently HRIS use changed to play a more strategic role to support HR workers, in particular HR managers. HRIS encompasses most HR practices as a result it reduces man power, time required to perform tasks and the need for large number of HR employees. HRIS employees“ self-services helps to process their own personal information and allows managers to access relevant information and data, conduct analysis, make decisions, and communicate with others without consulting an HR professional. With the help of sound HRIS system, less number of employees should be needed to perform HR administrative tasks such as record keeping as a result more time would be save and made available for HR managers to focus on a strategic level. Due to technology advancement and enabling features, organizations change their direction from day to day routine tasks to HR policies and practices advancement. HRIS is the platform which provides cooked information to management on real time bases to take timely decision on administrative matters. HRIS enables organization to adopt new systematic approach on most common HR functions such as recruitment, selection and training of employees. Payroll Administration Benefits Administration Compensation Management/Administration, Performance Appraisal, HR Planning, Internal and External Communication, Internal and External Communication and employee Self-Service.

HRIS is centralized and organized data processing system, also allows certain tasks to be completed more easily and reduces the amount of paper that HR departments must store.

1. Recruitment and Selection: One of the main activities of HRM is staffing. Staffing is important because it provides a supply of individuals needed to fill the jobs within an organization necessary to achieve business objectives. Once HR professionals have undertaken job analysis, a job description can be prepared. Such job description is used when recruiting individuals. E-recruiting, or Internet recruiting, is one of the methods available to HR professionals that may be integrated with HRIS

2. Training and development: Which provides a system for organizations to administer and track employee training and development efforts. The system, normally called a learning management system (LMS), if a standalone product, allows HR to track education, qualifications and skills of the employees, as well as outlining what training courses, books, CDs, Web- based learning or materials are available to develop certain skills. Courses can then be offered in date-specific sessions, with delegates and training resources being mapped and managed within the same system. Sophisticated LMS allows managers to approve training, budgets and calendars alongside performance management and appraisal metrics. Research on HRM (Kirrane, 1990) defines the employment of Web access in staff training and professional growth.

Web-based training (WBT) is a common method of self-education through computer programs, the Web and the different networks. Advancements in Web technologies in recent years provide a promising new avenue for the development of training support applications. Attributes such as instant communication and capability to send information back and forth without errors are two important advantages of incorporating Web technologies in training needs assessment. Meade (2000) emphasized that Web- based HRIS software provides self-service convenience to the employees and managers via the Internet for mutual Communication.

3. Payroll Administration: The payroll module automates the pay process by gathering data on employee time and attendance, calculating various deductions and taxes, as well as generating periodic pay Cheques and employee tax reports. This module can contain the entire staff-related business, and can also conjoin with the finance administrative units established some time before a firm adopted HRIS. The administration of traditional payrolls comprised a tiresome and time-consuming task that could be liable to error, taking into consideration the many details needed, such as the original wage minus or plus different payments. An HRIS can streamline this process; generally the payroll staff member only needs to enter the hours worked (or possibly not even that for

companies using an electronic time clock integrated with the HRIS), and then the system will use a series of steps and procedures to do all of the calculations for the employer. Pay cheques are then quickly printed and distributed.

4. Benefits Administration: The management of the general staff benefit policies in large organizations requires a huge amount of written work and information, something that can be more efficiently performed if HRIS is employed. The system can track benefit eligibility dates, trigger reports to remind HR to notify employees, allow benefit choices to be quickly inputted, and deductions can be triggered on the payroll side of things, all of which reduces the communication and paper flow between HR and payroll staff in addition to reducing the likelihood of errors being made at any step in the process.

5. Compensation Management/Administration: It provides a system for organizations to administer and track employee participation in benefits programs. These typically encompass insurance, compensation, profit sharing and retirement. This process needs all sorts of information to be gathered and administered, especially the nature of the accident or sickness, the individuals implicated, medical reports, regulations controlling staff behavior, and government information (Hendrickson, 2003). Studies of the payroll interface have been conducted for areas such as record keeping, pension calculations, and retiree payments and statements (e.g. Andrew and Satish, 2001). The Internet provides a real-time way of all owing employees to review information on the breakdown of salaries, deduction sand accumulated balances. Organizations gather data on salary, wages and other benefits to streamline inputs to the payroll, benefits and Compensation application online.

6. Performance Appraisal: Although relatively few research studies have focused on the online application of performance appraisal (Hansen and Deimler, 2001), the Internet plays an important role in reducing the effort and agony of managing performance evaluation. Normally, staff members have their performance reviewed periodically.

7. HR Planning: Effective HR planning is the process or system that assigns the correct number of qualified employees to the right task at the right time. One reason for the increased use of the Internet to support HRM is that the Internet is essential if HR managers want to achieve business-related goals (Walker, 1993). These technological changes are thought to increase the ability of HR practitioners to monitor the work force, produce reports easily, utilize employee skills effectively and even reduce labor costs.

8. Internal and External Communication: The Internet and intranets provide effective channels for organizations to enhance the process of internal and external communication. Concerning internal communication, staff can directly contact each other at the entire hierarchical structure of the firm. They can access up-to-date and relevant information when they connect to the Internet. Externally, individuals can use the Internet to link and share data across other departments in different branches, including internationally operating ones (Karakanian, 2000).

9. Self-Service (including Web portal): Permits staff to request HR information and conduct some HR requirements through the system. Staff may request their attendance reports directly from the system, and not from HR units. The program permits administrators to endorse and request from their subordinates through the system without over loading the task on the HR department. Many organizations have gone beyond the traditional functions and developed HRM information systems, which support recruitment, selection; hiring, job placement, performance appraisals, employee benefit analysis, health, safety and security, while others integrate an outsourced applicant tracking system that encompasses a subset of the above. O Connell (1996) indicated that a firm can assign responsibilities via communication between employees in order to enable the performance of tasks traditionally expected of HR through direct individual access to the Web. Additional satisfactory options for direct access comprise permitting staff to enter data on time and work, check their pension situation, manage deposits, design their contributions, construct yearly performance strategy and monitor staff information (Roberts, 1999). A Web portal provides a two way communication channel to improve the relationship between individual employees and the broader organization.

2.5 Benefit of Human Resource Information System (HRIS)

HRIS helps in recoding and analyzing employees and organization information and documents, such as employee hand books, emergency evacuation and safety procedures (Fletcher, 2005). It also helps the organizations to keep an accurate, complete and updated data base that can be retrieved from reports and manuals. HRIS advantages can be systematized according to Kovach (2002). The benefits of HRIS is presented in such a way that the reduction of man power and paperwork, faster response time, the more accurate HR information, and more efficient tracking and controlling (Patel, 2015)

Simultaneously, computer technology is evolving and delivering better productivity at lower costs. These technology developments and increased vendor activity led to the development of a comprehensive management information system (MIS) for HRM. The decreasing costs of computer

technology versus the increasing costs of employee compensation and benefits made the acquisition of computer-based HR systems (HRIS) a necessary business decision.

Human resource information system is an effective advocate to incorporate human resource management and Information Technology. HRIS is a system that supports human resource functional applications such as employee selection and placement, payroll, pension and benefits management, intake and training projection. Human resource information system support planning, administration, decision-making, and control. These information systems boost administrative productivity and improve decision-making (Gerardine DeSanctis, 1986). The configuration of Human resource information system includes input, maintenance, and output. Input function enters personnel information into the HRIS. The three major groups that use system of Human resource information system are human resource professionals, managers in functional areas, and employees. HRIS enable efficacy and ensure competitiveness among companies. Human resource information system permits an agency for instant access to employee records and augments reporting functionality and providing managers timely information to make important human resources decisions.

Human resource information system provides management with strategic data recruitment, retention strategies and to merge HRIS data into large-scale corporate strategy (Parry 2010). Using appropriate human resource management, companies can do calculations that have effects on the business as a whole. Such calculations include health-care costs per employee, pay benefits as a percentage of operating expense, cost per hire, return on training, turnover rates and costs, time required to fill certain jobs, return on human capital invested, and human value added (Desanctis,1986).

HRIS represents a great investment decision for organizations of all sizes (Lederer, 1984) discussed why the accuracy and timeline of HRIS is very significant in terms of operating, controlling and planning activities. In this vein, (Becker and Gerhart, 1996) summarized five reasons why companies should use HRIS: to increase competitiveness by improving HR practices, to create a greater number and diversity of HR operations, to transfer the focus of HR from the processing of transactions to strategic HRM, to make the employees part of HRIS, and to reengineer the entire HR role. Kettley reported (2003) that the potential benefits of HRIS can be: Operational efficiency – Reducing overhead costs, enhancing the accuracy of data, eliminating the costs of printing and disseminating information, minimizing IT infrastructure costs by moving towards a common HR service platform.



Figure 1: Overall benefits of HRIS (Krishna and Bhaskar, 2011). Krishna and Bhaskar, (2011)

HRIS benefits can be categorized as following:

1. Benefits for management
2. Benefits for human resource department
3. Benefits for employees.

1. Benefits for management include:

Increase of overall decision making efficiency, Cost reducing and better control of budget, a clear vision of business includes business transparency and Sharp insight into the process of hiring and firing employees, at the aggregate level.

2. Benefits for human resource department include:

Possession of single data base of all employees in the company with all necessary Information and opportunities of different reports, Elimination of paper forms that are much slower and with higher probability of errors, The ability to update data bases in real time on the basis of all changes, which is of Extreme importance to regionally diversified companies, Minimize errors that are caused by human factor Improved management system in accordance with the legislation and Elimination or reduction of redundancy in the system Standardization of business processes.

3. Benefits for employees:

Saves time (Time management): the possibility of independent access to data, which often means working in one Software window 24/7 data availability, increasing staff morale, automatic tracking and reminder to business obligations and events. Encouraging employees to make decisions and initiatives on the basis of information Obtained in the HRIS system. The ability to attend internal training courses via the web and the development of Personal skills and knowledge.

2.6 Purpose of HRIS

HRIS function interactively with human resource management systems such as human resource planning, staffing, training, and career development, performance management and compensation management (Kavanagh et al., 1990). The functions can also be categorized as following:

1. Create and maintain employee record:

The data being entered create an employee record and this record is maintained throughout employment. In most of the organizations the HRIS administrator is responsible for creating and maintaining these records.

2. Ensure legal compliance:

Data entered into the HRIS can be used to help the organization comply with government regulations in an accurate and timely fashion. Ensuring data integrity and accuracy is very important and a key responsibility of human resource professional.

3. Human resource planning and forecasting:

Information from recruitment, training and development, and administrative subsystems, such as number of open positions, types of positions, employee skills and competencies, job rates, retirement eligibility and employee turnover rates can be used to help managers develop long range staffing plans and provide valuable information to the human resource professionals.

4. Talent management/Knowledge management:

The data that are entered into the system, such as skills, competencies, jobs held, training and employee development interests, can be used to help managers provide development opportunities for their employees, ensure that the appropriate employees are offered positions that will enhance their skills, provide the appropriate training for employees so that they can advance in the organization, and highlight an employee's interests and development paths. This information will help human resource professionals to provide more targeted advice and counsel to managers to create a development plan that meets organizational and employee needs.

5. Strategic alignment:

Information from the system can help organizations align human resource activities more effectively with their strategic plan.

6. Enhanced decision-making:

The ability to extract data from the HRIS and use these data not just to create information but also to improve the quality of management decision has become increasingly important. Information needs

to be relevant, useful, timely and accurate.

2.7 HRIS model

HRIS design for human resource management plays a vital role in implementing the strategic business objectives of the organization, and in running the daily functions effectively and efficiently to improve the productivity and proficiency. HRIS addressed as a tool that organizations use to solve and manage a variety of issues and processes connected to the management of people. On the one hand, technology may be used for different purposes within particular human resource functions- for recruitment and selection, performance evaluation, compensation and benefits, training and development health and safety, employee relation and legal issues, retention and work life balance (Enshur et al., 2002).

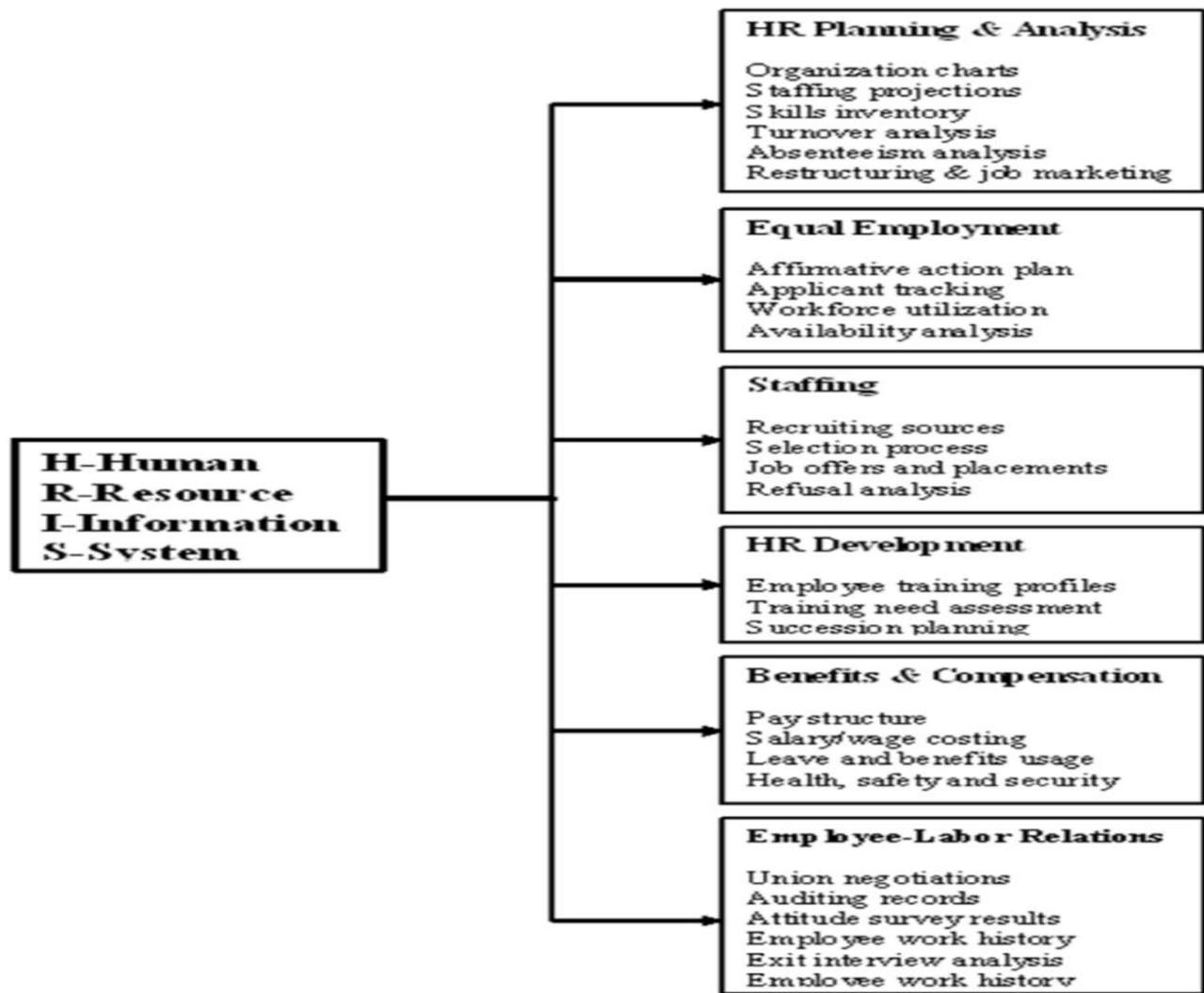


Figure 2: Model of Human Resource Information Systems (HRIS), source: Aggarwal (2012)

2.8 Factors affecting Human Resource Information system

Factors HRIS adoption, all relevant factors identified and grouped into the broad categories of internal and external environment factors. Distinction is made in order to distinguish between factors this determined by the organization and factors imposed from outside the organization, in the adoption and deployment process of HRIS. According to organizational behavioral theories (e.g., an organization behavior is linked inseparably to the environment in which it exists - in other words, an organization adoption of new innovation practices is determined not only by its internal environmental characteristics, but also through forces present in the external environment. Accordingly, the aim of this literature review is to obtain a better understanding of the main constructs and factors that affect the adoption of IT innovation in general and HRIS in particular. It is found that computer-skills training for relevant employees is necessary to achieve optimal HRIS effectiveness. Denton (1987) determined that one of the potential problems of HRIS management is a lack of employee technical training and experience in information management. Kavanagh et al (1990) also commented that for a successful HRIS, appropriate training should go to all HR staff - including line managers, as well as other employees. The availability of human resources, mainly employees with prior knowledge and experience required to use HRIS applications, is a large factor in the successful adoption of an HRIS.

Organizational Readiness and Competency

Organizational readiness refers to the level of financial and technological resources available to a firm, including infrastructure relevant systems, and technical skills. Although the exact definition of organizational readiness differs among the literature, all agreed that organizational readiness is a strong influence on the adoption of organizational technologies. The organizational readiness construct is used to determine whether the organization is the necessary attributes needed be prepared to adopt HRIS. Necessary attributes needed be prepared to adopt HRIS. The resource capabilities of a firm are related to organizational characteristics, such as the availability of financial resources, the management emphasis put on adoption, the availability of human resources, and the competitive attitude of the organization financial readiness refers to the resources available to pay for the costs of new innovations, necessary enhancements down the road, and continued usage costs. It is only reasonable to assume that having adequate financial resources is an integral factor in the adoption of innovation and in deciding the scale of adoption Nonetheless, it is important to note that

Mehrtens et al., (2001) failed to find a relationship between financial resources and adoption, a result that is most likely caused by the fact that the large majority of firms would already have the financial resources for adoption at a basic level. Even in the case of a more costly adoption process, as studied by Chan and Mills (2001) no significant relationship between financial readiness and adoption is found. Technological readiness refers to the level of sophistication IT usage and management in an organization (Iacovou et al., 1995).

Companies are more likely to adopt new technological systems if they are IT sophisticated, meaning that they have an established IT department with the necessary knowledge and capabilities (Iacovou et al., 1995). Thus, IT skills are essential for firms to develop successful IT applications. These complementary factors have been identified in many studies as a crucial element of IT implementation. In this context, IT skills are defined by the number of employees that work exclusively in tasks related to IT activities. It is expected that, controlling for other factors, firms with greater IT skills are more likely to be enhanced users

Organizational Technical Support (IT Architecture)

IT infrastructure consists of a set of physical devices and software applications that are required to operate in the entire enterprise, it is equally comprised of a set of organization-wide services budgeted by management and comprising both human and technical capabilities. In the development of HRIS, the Information Systems (IS) department is found to play a major role in facilitating the computerization of human resource information, as well as in the planning and developmental stages. Although HRIS is established independence from corporate Management Information Systems (MIS), it not yet matured to be an independent entity within the personnel area in a large number of firms.

Organization's Demographic Characteristics

Number of studies found that the demographic characteristics of organizations - including organization size, a firm's experience with technology, the type of business, and organizational ownership- are important factors in organizational IT adoption (Iacovou et al., 1995)

Organization Size

Define by Kimberly & Evanisko (1981) as an organization resources, transaction volumes, or total workforce. It plays an important role in innovation adoption because increasing size creates a „critical mass“, which justifies the acquisition of particular innovations and necessitates adoption behavior. Many innovation and IT studies have also pointed to organization size as an important to adoption

(Bajwa and Lewis, 2003; Bakker, 2010). Consistent with previous results (Flamback, 1993; Ball, 2001; Hausdorf & Duncan, 2004; Florkowski & Olivas-Lujan, 2006; Teo et al., 2007; Bakker, 2010), organization size should constitute a central adoption factor.

Organizational Structure

Organizational structure is found to either facilitate or inhibit innovation adoption. It can be identified through indicators such as the degree of centralization within an organization, the degree of formalization of different activities within an organization, and the degree of employee specialization within an organization. All of these characteristics are associated with the adoption of new technology, particularly the degree of employee specialization which is a strong contributing factor in IT standards adoption.

Employee Structure and Education Levels

Also reported to positively influence innovation adoption particularly in human resource management (HRM) (Kossek, 1987; Kimberly & Evanisko, 1981). IT skills and familiarity with electronic tools facilitate e-HRM adoption, as they are related to both the willingness and capability of the end users to utilize the system (Shrivastava & Shaw, 2003; Panayotopoulou et al., 2007; Voermans & van Veldhoven, 2007). However, a recent European study by Strohmeier & Kabst (2009) found that education structures neither furthered nor hindered e-HRM adoption decisions, attributing this to the continuous spread of basic IT literacy in many demographic segments. Another variable likely to affect the implementation of HRIS is the involvement level of HR management. Lederer (1984) reported that the HR department should be responsible for advocating the need for an HRIS, as it is in the best position to obtain and keep an organization management commitment to an HRIS. However, Kossek et al. (1994) found that in corporations, those in high-ranking HR positions were more likely to have negative perceptions of an HRIS – perhaps due to a possible power-shift brought on by changing systems. Their interviews revealed that HRIS use is viewed as clerical activity that does little to enhance HR's reputation. Pitman (1994) noted that user participation is a critical factor to successful change.

Firm's Experience with Technology

Firm's Experience with Technology and the length of time it committed to IT in the HR department is found to have a strong effect on the overall success of IT in an organization (Tye & Chau, 1995; Teo et al., 2001). A firm's past experience with technology, in terms of exposure and organizational learning, ultimately affects its future choices in adopting technology (Burgelman & Rosenbloom,

1989). This past experience can be measured through time since first acquisition, number and type of technologies or applications adopted percentage of personnel familiar with the technologies, and the current level of assimilation and integration of the technologies. Osterman (1994), Ichniowski, Shaw and Prensushi (1995), and Freeman, Chi, and Kleiner (2007) found that younger businesses were more likely to adopt workplace innovations, as they have not yet had time to build up an entrenched management or practices that would be threatened by the adoption or diffusion of organizational innovation.

The Type of Business

Also a factor in IT adoption, as the industry in which a company operates plays an important role in HRIS adoption (Rashid and Ai-Qirim, 2001). Companies in high-technology sectors, such as telecommunications, use more elaborate HR information systems, often adopting HRIS earlier than other sectors in order to maintain a, high-tech" appearance (Galanaki, 2002). Industries with a high proportion of clerical work, such as banking, promise an uncomplicated adoption, since there is a high share of workplace computers and computer literate employees. In contrast, industries with mainly non- clerical tasks, like building construction, do not generally consider workplace computers and computer literacy as a characteristic of their task structure (Arad, Hanson & Schneider, 1997). While both the manufacturing and service industries express an intention to adopt ICT, the greatest move toward this trend is found in service-based small and medium sized enterprises (SMEs) (Tan et al., 2003 there is no Tan et al., from 2003). Despite these findings, some literature has expressed doubt on whether sectoral differences in HRIM adoption actually exist (Ball, 2001; Yeung et al., 2003; Ghobakhloo et al., 2011).

Organizational Centralization is often used as a method in judging overall organizational structure- more concentrated decision- making being associated with a more centralized organizational structure (Kwon &Zmud, 1987). While the literature agrees that the degree of centralization in decision making plays a large role in IT/IS usage and adoption (Hage& Aiken, 1969), opinions on the optimal degree of centralization differ from study to study. Previous studies found decentralized decision-making as one of the strongest facilitators of customer based information inter-organizational system (CIOS) adoption (Grover, 1993) and IT use in large and complex organizations (Boynton et al., 1994). Zaltman, Duncan, and Holbek (1973) conclude that more formalized and centralized organizations have lower levels of innovativeness. Arad et al. (1997) and the CIMA Study Text (1996) further add that a flat structure, autonomy, and work teams will

promote innovation, whereas specialization, formalization, standardization and centralization will inhibit innovation.

Organizational Complexity

Referring to the levels of organizational hierarchy, the number of branches, and the number of departments and employees within an organization –is an important factor in the implementation of LAN technology (Ellis et al., 1994). Lai and Guynes (1997) dispute this, finding no significant relationship between integrated services digital network (ISDN) adoption and the degree of centralization, formalization, or complexity. They argue that other factors may overpower structural factors. Eder and Igaris (2001) similarly found that organizational structure was not related to the diffusion or infusion of intranets.

Organizational Specialization

Represent the different specialties found in an organization (Kimberly & Evanisko, 1981; Damanpour 1991). By employing specialists, organizations acquire new ideas, practices, and technical skills, which are prerequisites for adopting innovation (Moch & Morse, 1977). Specialization is often considered to be positively correlated with organizational innovativeness (Moch & Morse, 1977; Kimberly & Evanisko, 1981; Damanpour, 1991; Frambach, 1993; Grover & Goslar, 1993). The diversity in back ground of organization employees increases the number of information sources by which an organization may learn of new sources of innovation (Zaltman et al., 1973).

The institutionalization of HRM

The existence of a formal HR-department appears to increase the likelihood of a firm adopting HRIS, acting as an internal promoter. This is because, although the advantages of adoption are beneficial for the whole organization, gains such as alleviation of administrative burdens via automation are most beneficial for the HR department. Motivation, capacity, and ability to adopt HRIS are considerably higher when there is an institutionalized HR department (Strohmeie & Kabst, 2009). This is even more apparent in larger firms. As the HR administrative burden grows, the need for automation becomes more imperative additionally, the recognition of HR as a “change agent” or “strategic partner” is more likely to influence the adoption and implementation of HRIS applications and practices (Ulrich, 1997; Lepak & Snell, 1998; Lengnick-Hall & Moritz, 2003; Bakker, 2010).

Management Support and Commitment

Researchers argue that top management support - involvement and participation of the executive or top-level management - of an innovation plays a large role in adoption or early adoption of that innovation (Jarvenpaa & Ives, 1991; King & Teo, 1996; Raymond & Bergeron, 1996). The strong commitment of top management, especially of a particular „innovation champion“, leads to early adoption, while a lack of top management commitment inhibits adoption (Mehrtens et al., 2001; Chan and Mills, 2002). Given the important role of top-level managers in organizations, it is not surprising that top management support has been one of the most widely discussed organizational factors in several HRIS adoption studies (Kavanagh et al., 1990; Jones and Arnett, 1994; Pitman, 1994; Wong et al., 1994).

Corporate Culture

For many years, scholars in organizational behavior have attempted to demonstrate the relationship between an organization's culture and its success. Successful organizations have the capacity to absorb innovation into their organizational culture and management processes, furthering the argument that the success of organizational adoption behavior is based, to some extent, on the culture of the organization (Lammiman, 1997; Tushman & O'Reilly, 1997). According to Tushman and O'Reilly (1997), corporate culture lies at the heart of organization innovation. Desphandé and Webster (1989) reviewed several studies, compiling a common definition of corporate culture as “the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with the norms for behavior in the organization” (p. 4). This notion of culture is similar to the definition given by Trice and Beyer (1993), Lock and Kirkpatrick (1995), Hofstede (1998), and Martins and Terblanche (2003). This definition emphasizes the importance of the pervading culture within an organization in relation to the degree of acceptance of a new innovation. Zaltman et al. (1973) suggest that for innovation to occur and be successful there must be a perception among managers and other users that the organization can adapt and managers and other users that the organization can adapt and implement the new processes.

External Environmental Factors

External environmental factors influence the adoption and diffusion of new technologies because of their unique features and characteristics, which can present opportunities and constraints for technological innovation adoption. It is implied that in more turbulent and unstable environments, a more rapid adoption of innovative technology should be carried out. For instance, as pointed out by

due to market uncertainty, market conditions represent a major factor in the innovation process. In his 2001 article, Chong analyzes the external environmental factors that he believes are most likely to influence the adoption of technology. The discussion includes: government policy, environmental uncertainty, and infrastructure, the influence of trading partners, industry-specific competitive pressures, critical mass, and accepted industry standards. These factors can be found at the industry level, in the macroeconomic environment, or in national policies. A review of existing literature shows that external environmental constructs have been widely studied and generally found to be a significant factor in many IT adoption and diffusion. Studies reported that among the external factors relating to IT adoption- specifically the adoption of the Internet - the following factors are most common: pressure from competitors, customers, or suppliers; the role of government partners' alliances; technological infrastructure; outside technology consultants; and users' expectations. These external factors are generally considered less important than internal factors and significantly less research has been conducted regarding them (Tan & Teo 1998).

Competitive Pressure

Several empirical studies show that competitive pressure is a powerful driver of IT adoption and diffusions. Organizations move towards a knowledge-based economy, the pressures continue to grow for HR to reduce costs and serve a more strategic role in the organization. As competitive pressures increase, the importance of managing human resources well becomes more apparent. Organizations are thus using HRIS to help make more informed decisions, get the most out of their employees, streamline HR processes, and better allocate HR resources. Hence, the drive to be competitive in all business aspects will lead to the adoption and use of HRIS. However, found that competition is not a significant factor influencing the adoption of HRIS, indicating that competition does not truly provide any direct push for organizations to adopt HRIS. This result may be due to the fact that many top managers and Boards of directors perceive HRIS as more administrative than strategic and therefore do not view HRIS as being able to deal with the competition in the external environment. This implies that competition in the external environment would not induce organizations to adopt HRIS, however, once they have adopted HRIS and are more familiar with it and aware of its benefits, companies are willing to invest even further in HRIS when faced with additional external environmental pressures.

2.9 Challenges Human Resource Information system

In modern human resource information system, major challenge is lack of strategic or operational functionality. Inadequate integration with other systems within the organization, the complication of the system, inflexibility, and the lack of a user-friendly interface also create problems. Organization's senior management must communicate the need to implement new systems. Also, people resist the implementation because they are involved in the development of new business strategies, solutions, and plans (Horney & Ruddle, 1998).

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

2.2.2 Empirical Literature Review

2.2.1 Human Resource Information system application usage

Human Resource Information system application system is used to acquire, store, manipulate, analyze, retrieve and distribute pertinent information regarding an organization human resources, consistently. Kavanagh, Gueutal and Tannenbaum (1990) defined it similarly as a system used to acquire, store, manipulate, analyze, retrieve and distribute information regarding an organization human resources. Bohlander and Snell (2011) define "human resources information systems as a system that develops current and accurate information for decision-making and monitoring. As they report, according to a recent survey, most of applied information technology has been to maintenance staff information, monitoring salary operations, keeping information about absences and doing administrative affairs and employment and training programs

2.2.3 Factors affecting Human Resource Information system

Manivannan & Rajkumar (2016) in the study of Benefits and Barriers of HRIS, the researchers identified lack of funds and a lack of expertise is common barriers that affect HRIS usage in an organization. Hisham (2013) conducted research in Jordan on Factors Influencing the Successful Adoption of HRIS. The study shows the key factors that affect successful adoption of Human Resource Information Systems (HRIS) within the Aqaba Special Economic Zone Authority (ASEZA). The researchers adopted the TAM Model (Perceived Ease of Use and Perceived Usefulness), Information Technology Infrastructure; Top Management Support and Individual

Experience with computer. As a result, the study confirmed that IT infrastructures have a positive and significant effect on the successful adoption of HRIS. But there is no significant of Perceived Usefulness, Perceived Ease of Use, Top Management Support, and Individual Experience with Computer on the successful adoption of HRIS. Sabrina Johan (2014) has identified major factors that affect implementation and adoption of HRIS .Lack of management commitment and the high cost of the HRIS being the major barriers to the success of the HRIS. Ponduri (2016) stated that organization system integrity ensured through successful.

HRIS Implementation. Lack of successful implementation of HRIS leads the organization to perform most of HR practice manually. The researcher in this study identified that the organization still not fully integrated aspect human resources. The researcher also identified that lack of training is barriers that creates major drawback through practices. Markos (2013) researched conducted on Addis Ababa, Ethiopian on the selected public sector organization. HRIS subsystems such as recruitment, training and development, performance management, compensation and employee administration contribute to HR division. In addition to that the study determined the challenges associated with its implementation in selected public sector organizations in Addis Ababa. The researcher in this study identified several challenges that affect organization HRIS implementation. These factors which contribute for the poor implementation of HRIS are lack of funding to acquire, update, and maintain critical HRIS, lack of expertise in IT to operate the HRIS and insufficient financial support. Juma and Gladies (2017) research conducted in Uganda on Employee Adoption and Use of Human Resource Information Systems from Ugandan Local Government Perspective. The research objective was to determine the factors or causes of employee adoption and use of HRIS in the Ugandan local governments' services. TOE framework as the research model used in this study and categorized the possible adoption factors. In this study the adoption and usage of HRIS have positive relationship with IT knowledge and IT infrastructure, organizational compatibility and top management support. The researchers proposed that the central governments in developing countries should earnestly consider the technological and organizational factors in the adoption of HRIS in the context of local governments.

Ngai and Wat (2006) ,Batooletal. (2012) stated that the lack of funds and a trained staff are the greatest barriers. Kovach and Cathcart (1999) reach a similar conclusion, stating that a lack of financing and support from top-level management is the biggest barriers to achieving the full potential.

CHAPTER THREE:

RESEARCH METHODOLOGY AND METHODS

This chapter provides the research methodology used to answer the research question and achieve the research objective. It covered the research designed; research approach, source of data collection tools used, data collection procedure, sampling technique and sample size, reliability and validity of the instrumented and the ethical consideration are the areas presented in this chapter.

3.1 Research Design

This study used a descriptive type of research that sets out to assess HRIS practices and challenges in Commercial Bank of Ethiopia as it exist this research design was chosen because of its relevance to this study; more particularly it could answer research questions in this study which described behavior/attitudes as well as answer the what, who, when and where questions. (Creswell2003).

In terms of the purpose it entails to achieve a business research can be classified into three as exploratory, descriptive or causal study. Descriptive studies are vital to understand specific attributes for a sampled population and also it describes accurately the characteristics of individual, group or situation (Creswell, 2003).

3.2 Research Approach

This study is used mixed method to combine quantitative and qualitative results. A mixed methods approach which employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problem (Creswell, 2003). The data collection also involves gathering both numeric information as well as text information so that the final database represents both quantitative and qualitative information

3.2.1 Quantitative Research

“Quantitative research allows the researcher to familiarize him/herself with the problem or concept to be studied, and perhaps generate hypotheses to be tested.” (Golafshani; 2003) Quantitative research seeks to quantify the collected data for analyzing, and find a final course of the action. It is based on statistics; the objects are large number of respondents and it is structured. In the thesis quantitative method is used to gather the information from the employees about the assess HRIS practices and challenges in Commercial Bank of Ethiopia With the help of quantitative research method, it is easy to have a clear and scientific view on

the opinions by having them on questionnaires and analyze with the help of SPSS, and to interview one or some of the employees about their thoughts does not present all employees opinions; moreover, it is not possible to interview every employee individually

3.2.2 Qualitative Research

Burns and Grove (2003) describe a qualitative approach as “a systematic subjective approach is used to describe life experiences and situations to give them meaning. Parahoo (1997) states that qualitative research focuses on the experiences of people as well as stressing uniqueness of the individual. Holloway and Wheeler (2002) refer to qualitative research as “a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live”. Researcher uses the qualitative approach to explore the behavior, perspectives, experiences and feelings of people and emphasize the understanding of these elements. This study focuses on the effect of recruitment and selection on organizational performance in the case of Commercial Bank of Ethiopia. The research approach is assumed to be qualitative as well as quantitative type which is mixed approach.

3.3 Population, sampling size and Sampling Method

3.1 Population

The term population refers to the entire group of individuals, objects or event having common observable characteristics in which the research is interested in studying. According to Doku (2011), population of a study constitutes all individual items or organization whose contribution is primarily providing relevant information to the research. Therefore, as per CBE data base half year report as of June 30, 2021. CBE has 37,000 employees who are working in 1,544 branches which managed by 30 districts all over Ethiopia.

3.2 Target Population

The target populations for the study only work at Head Office HR staff the total number of staffs 156 employees from population directly used HRIS system and some soft ware developer and manager providing relevant information to the research.

3.3 Sample Size Determination

The target population of this study was permanent staff working in the HR department of Commercial Bank of Ethiopian. The researcher calculate the sample size by using Yamane (1967:886) a simplified formula to calculate sample sizes as quoted in Israel, 2013. Therefore, by using the sample size calculation formula, the researcher is determine the total sample size and for respective divisions proportionally.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is 5% the level of precision. 95% confidence level $e = 5\%$ and $N=156$ $n = \frac{156}{1 + 156(0.05)^2} = \frac{156}{1 + 156(0.0025)} = \frac{156}{1 + 0.3825} = \frac{156}{1.3825} = 112.83$

As a result, the total sample for this study was 113 employees questionnaires are distributed to the respondents of the selected organizations.

Table 3. 1: Total Number of Target population

No.	Position Name	Target population	Sample size
1	HR Manager	12	8
2	Team Leader	2	2
3	Senior Officer	49	40
4	HR Officer	83	57
5	Junior HR Officer	10	6
Total		156	113

Source: researcher 2022

3.4 Sampling Method and Sampling Techniques

The researcher used stratified random sampling method to select samples from the target population. According to Saunders, Lewis and Thornhill (2009), dividing the population into a series of relevant strata means that the sample is more likely to be representative, which can ensure that each of the strata was represented proportionally within the sample. Simple random sampling technique A purposive sampling technique applied to select interviewees who are directly responsible with HRIS (Software Developers), ERP Manager and officer. Using this method enable to have in depth knowledge from those who ware in a position to give, about the practice of Human Resource information system at the bank.

3.5 Data Sources and Data Collection Method

This study used both methods of collecting data: primary and secondary. The primary data happen to be original in character and secondary data on the other hand, are those which have already been collected by someone else (Kothari, 2004).

Primary data collecting through interview and questionnaires from Commercial Bank of Ethiopia employees working at HR Davison (HR professionals, HR managers, and HRIS officers at Head office of employee CBE are request to fill In order to achieve the aim and objectives of the study well designed questionnaire with both close-ended and open-ended questions was formulated to gather information from appropriate respondents.

Secondary data various related literatures, Human Resource Information System hand book, journal and articles organizational booklet of CBE and public website of the organization can be used to get data.

3.5.1 Data Collection Technique

The questionnaires are spread to the employees at HR division based on the sample size from each population group via email & in person. The questionnaires have closed-ended questions that include a five-point liker scale and some open ended questions.

3.6 Reliability and Validity

3.6.1 Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). In order to ensure the quality of this research content validity of the research instrument is checked. The content validity is verified by the advisor of this research, who looks into the appropriateness of questions and the scales of measurement. Peer discussion with other researchers also was conducted since it is another way of checking the appropriateness of questions. Moreover, this is done to find out whether the developed instruments measures what it is meant to measure and also to check the clarity, length, structure and wording of the questions. This test helps the researcher to get valuable comments to modify some questions.

3.6.2 Reliability

Reliability has to do with the accuracy and precision of a measurement procedure. So that copies of the questionnaire are distributed to 10 respondents as a pilot test who are not participate in the main research. Cronbach alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of the instrument. According to statistical interpretation, the closer the reading of Cronbach Alpha to digit 1, the higher the reliability is in internal consistency. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range are acceptable and those over 0.80 are good. (Hence Cronbach's Alpha is utilized and calculated to test the accuracy or dependability or, as we usually call it, reliability of the research instrument.

The research Questioners were developed from related studies and conceptualizing based on research questions and objectives, and hence the questioners are consistent with the objective of the study and are also reliable.

3.6.3 Result of reliability test

Accordingly, the Cronbach alpha value for all the scales was found to be greater than 0.6. As can be seen from Table 3.2 for all the scales the value for Cronbach alpha is closer to one. Even the value for all variables is by far greater than the minimum accepted which is 0.869 with item No of 41.

S.no	Variables	Cron bach- Alpha	No. of items
1	HR and payroll data management	0.78	8
2	Assessing System Feasibility and Compatibility	0.731	8
3	The Roles of HRIS in employee recruitment and selection process	0.644	6
4	Benefits & compensation management	0.826	8
5	Challenges in Using HRIS at CBE	0.909	11
	All selected variables	0.869	41

Table 3.2 Reliability Test Results for the variables studied

3.7 Method of data analysis

The data gathered from questionnaire was summarized and analyzed by using descriptive statistics like frequency, percentage and mean. Then the data was described using tables for more clarification. The data gained from interview, and document review has been analyzed as per the research basic questions. And then the findings were combined and summarized together with the quantitative data findings to triangulate the results accordingly. Triangulation may be defined as the use of two or more methods of data collection in the study of some aspect of human behavior (Cohen, Manion & Morrison, 2005).

3.8 Ethical consideration of the study

It is necessary to look at the ethical implications of what a researcher is proposing to do. Most ethical issues fall in to one of four categories: protection from harm, informed consent, right to privacy, and honesty with professional colleagues (Paul D. Leedy & Jeanne Ellis Ormrod, 2005.) Therefore, taking the nature of this study under consideration, participants have been told the nature of the study to be conducted and given the choice of either participating or not participating because any participation should be strictly voluntary. More specifically, for ethical clearance the study confirmed containing the following information: A brief description of the nature of the study, description of what participation involve, in terms of activities and duration, The guarantee that all response remains confidential and unspecified as a result respondent and Not asked to write their names, their telephone numbers and their specific address so that their private secrets never been disclosed.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4 INTRODUCTION

This chapter contains the presentation, analysis and interpretation of data and data collected from primary sources. Primary sources are data that have been collected by undertaking survey from employees of Commercial Bank of Ethiopia HR Administrative staff. These are the data by collecting from question and the interview that conducted with the higher officials of the company. Interviews were made with the HRIS Manager & Soft Ware developer of the company. In addition to that total of 113 copies of the questionnaire was distributed this makes the response rate to be 100 %. The data collected through questionnaire and interview is analyzed coded, inserted and using tables, mean, percent and standardization using descriptive analysis method with SPSS Version 20.

4.1 ANALYSIS OF THE CHARACTERISTICS OF RESPONDENTS

Table 4.1 Background information of the respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	60.2	60.2	60.2
	Female	45	39.8	39.8	100
	Total	113	100	100	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	22	19.5	19.5	19.5
	31-40	64	56.6	56.6	76.1
	41-50	24	21.2	21.2	97.3
	above 50	3	2.7	2.7	100
	Total	113	100	100	
Educational status of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	0.9	0.9	0.9
	1stdegree	50	44.2	44.2	45.1
	2nd Degree	62	54.9	54.9	100
	Total	113	100	100	
Service year					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	17	15	15	15
	6-10 years	43	38.1	38.1	53.1
	11 - 15 Years	39	34.5	34.5	87.6
	16-20 Years	14	12.4	12.4	100
	Total	113	100	100	

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	8	7.1	7.1	7.1
	Team Leader	2	1.8	1.8	8.8
	Senior HR Officer	40	35.4	35.4	44.2
	HR Officer	57	50.4	50.4	93.8
	Junior HR Officer	6	5.3	5.3	100
	Total	113	100	100	

A total of 113 (as already determined from unit 3) sample respondents were drawn from the total of 156 populations of Commercial Banks of Ethiopia from the head office. Consequently, 113 paired questionnaires were distributed for sample respondents and five members of Administrative bodies have been interviewed.

When we come to see five proportions of respondents, as it has been indicated in the table 4.1, majority of them are male which takes the share about 60% and the remaining proportion is taking by female respondents. This shows that the number of female staffs is less 0.2% by from the number of male staffs which means there is gender balance in the organization.

What about the age proportion the table 4.1 as per the collected data , majority of the respondents' age fall from the range of 31 to 40 takes about 57% and followed by the age range from 41-50 (24%) and the rest which are about 25% consists of the remaining part. This shows that the CBE HR Staff more productive worker.

What comes next is the educational status; refer from the table 4.1 since our respondents are from the Administrative groups of CBE they are expected to be at higher state in their educational status and hence majority of the Administrative bodies from CBE head office are 2nd Degree (MA or MSC) holders about 55% and followed by 1st Degree holders which is about 44% and just a person is found with diploma This implies that most of the employees of CBE are well educated and professional.

The next variable of respondents is experience of workers or service years. As one can refer from the table 4.1 , Majority of the respondents have been working from 6 to 10 years and the next higher number of work experience ranges from 11 to 15 years and the remaining will take the other share. We can conclude that all the Administrative group currently working at CBE are well experienced and have long years working experiences.

What comes to the last point referring to respondents' personal profile is the position of workers; and as we can see from tabulated data of Table 4.1, majority of them are HR Officers follow by

senior HR officer. The last share is taken by those workers who are team leaders this show that CBE has more productive staff other than operational level staff in CBE. It can be concluded that, data for this study were CBE staff cannot get managerial level position in few year.

4. 2 Data Analysis & Discussion

The questionnaires prepared and distributed to respondents were properly filled and timely collected; as it has been previously mentioned and the required data for this particular thesis were collected using questionnaire and interview; and hence findings of the interview has also been incorporated. As it clearly presented in the following tables, each elements of the questionnaires is analyzed and presented as follows

4.2.1 HR and Payroll Data Management

Table 4.2 HR and Payroll Data Management

No	Items	N	Response	Response Alternatives					Mean	SD
				1	2	3	4	5		
1	HR and Payroll related data are sufficiently managed	113	Frequency	4	9	17	31	52	4.04	1.121
			Percent	3.5	8	15	27	46		
2	HR and Payroll related data are free of errors	113	Frequency	2	7	11	20	73	4.37	1.011
			Percent	1.8	6.2	9.7	17.7	64.6		
3	The measure of internal validity and reliability of HR and Payroll related data are good	113	Frequency	5	9	18	36	45	3.95	1.133
			Percent	4.4	8	15.9	31.9	39.8		
4	HR and Payroll related data are available when required	113	Frequency	4	5	22	30	52	4.07	1.075
			Percent	3.5	4.4	19.5	26.5	46		
5	HR and Payroll related data are securely kept	113	Frequency	2	12	14	49	36	3.93	1.015
			Percent	1.8	10.6	12.4	43.4	31.9		
6	HR and Payroll related data are timely updated	113	Frequency	4	10	17	39	43	3.95	1.11
			Percent	3.5	8.8	15	34.5	38.1		
7	HRIS is properly used in practicing skills inventory	113	Frequency	1	13	25	31	43	3.9	1.069
			Percent	0.9	11.5	22.1	27.4	38.1		
8	Absenteeism and Labor Turnover are properly analyzed	113	Frequency	10	25	32	46		4.02	1.009
			Percent	8.8	22.1	28.3	40.7			
The Grand total Average of all the variables under A is 32.21/8 = 4.03										

*NB. 1= Strongly Disagree 2= Disagree 3= Neutral
4= Agree 5= Strongly Agree*

As indicated in Table 4.2 item 1, the respondents asked whether HRIS supports HR and Payroll data to manage sufficiently. The collected data shows that 46% of the respondents almost half of them have fully Strongly Agree 27 % Agree, 15% of the respondent have no clue about it and the rest 8 % and 3.5 % have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HR and Payroll related data are adequately managed. Therefore, based on their response, many of respondents in the organization are clear with what should they do and their responsibilities. So, the employees are responsible in their day to day activity use HRIS to manage HR Payroll related data are adequately.

When we come to the item of 4.2 items 2, majority of the respondents (65%) believe that the system is free from error; and 17.7% of the respondents Agree 9.7 of the respondent have no clue about it and the rest 6.2 % and 1.8 % have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HR and Payroll related data are free of errors. so majority of the respondents believe that the system is free from error.

When we come to the item of 4.2 items 3, the respondents asked whether the measure of internal validity and reliability HR and Payroll related data are good. The collected data shows that 39.8% Strongly Agree 31.9 respondents asked Agree 15.9 of the respondent have no clue about it and the rest 8 % and % have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their the measure of internal validity and reliability HR and Payroll related data. So majority of the respondents believe asked whether the measure of internal validity and reliability HR and Payroll related data are good.

When we come to the item of 4.2 items4, the respondents asked whether HR and Payroll related data are available when required. The collected data shows that 46% respondents asked Strongly Agree 26.5 respondents asked Agree 19.5 of the respondent have no clue about it and the rest 4.4 % and 3.5% have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HR and Payroll related data are available when required So majority of the respondents believe asked HR and Payroll related data are available and accessible in 24hours when required.

When we come to the item of 4.2 items5, the respondents asked whether HR and Payroll related data are securely kept. The collected data shows that 46% respondents asked Strongly Agree 26.5 respondents asked Agree 19.5 of the respondent have no clue about it and the rest 4.4 % and 3.5% have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HR and Payroll related data are available when required So

majority of the respondents believe asked HR and Payroll related data are available and accessible in 24hours when required.

When we come to the item of 4.2 items 6, the respondents asked whether Payroll related data are timely updated. The respondents asked whether HR and Payroll related data are securely kept. The collected data shows that 38.1% respondents asked Strongly Agree 34.5% respondents asked Agree 15% of the respondent have no clue about it and the rest 8.8 % and 3.5% have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HR and Payroll related data are timely updated So majority of the respondents believe asked HR and Payroll related data are timely updated.

When we come to the item of 4.2 items7, the respondents asked whether HRIS is properly used in practicing skills inventory. The respondents asked whether HR and Payroll related data are securely kept. The collected data shows that 38.1% respondents asked Strongly Agree 27.4 respondents asked Agree 22.1 of the respondent have no clue about it and the rest 4.4 % and 3.5% have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HRIS is properly used in practicing skills inventory. So majority of the respondents believe HRIS is properly used in practicing skills inventory.

When we come to the item of 4.2 items8, the respondents asked whether Absenteeism and Labor Turnover are properly analyzed the respondents asked whether HR and Payroll related data are securely kept. The collected data shows that 40.7% respondents asked Agree 28.3 respondents asked of the respondent have no clue about it and the rest 22.1 % and 8.8% have respectively disagree and strongly disagreed that they are they are not clear with what is expected from them and their HR and Payroll related data are available when required So majority of the respondents believe asked Absenteeism and Labor Turnover are properly analyzed in CBE.

About some of the specific items asked and from data collected in the table above, we can conclude from the findings that generally the respondents have agreed that HRIS Oracle application is in good status towards the management of HR planning and Payroll related data; because all the answers are above the average.

The value of grand average of the above table 4.03 indicates that despite the practical challenges and problems observed in the organization in the process of implementing the system, more or less the system contributes a lot towards the management practice and human management planning and payroll related data are properly understood by the employees. And different

researches have strengthened the importance of HRIS in alleviating man power planning, job analysis and evaluation and payroll related data

4.2.2 Assessing feasibility of the system in using HRIS

Table 4.3 Results of Variable No 2

No	Items	N	Response	Response Alternatives					Mean	SD
				1	2	3	4	5		
1	The hardware and software are properly functioning	113	Frequency	0	4	9	54	46	4.26	0.753
			Percent	0	3.5	8	47.8	40.7		
2	CBE has the ability to use the system efficiently	113	Frequency	1	4	9	18	81	4.54	0.856
			Percent	0.9	3.5	8	15.9	71.7		
3	The application Oracle is timely updated	113	Frequency	2	3	12	38	58	4.3	0.895
			Percent	1.8	2.7	10	33.6	51.3		
4	There is lack of skilled human resources Information system.	113	Frequency	1	7	14	36	55	4.21	0.949
			Percent	0.9	6.2	12	31.9	48.7		
5	Customers are properly using the system	113	Frequency	1	3	20	31	58	4.26	0.904
			Percent	0.9	2.7	17	27.4	51.3		
6	The HRIS is not violating the government policies	113	Frequency	0	7	25	47	34	3.96	0.896
			Percent	0	6.2	22	41.6	30.1		
7	Network interruption is a common a common problem	113	Frequency	0	10	25	32	46	4.02	1.009
			Percent	0	8.8	22	28.3	40.7		
8	I think the cost of implementing the system is so expensive	113	Frequency	1	5	17	52	38	4.09	0.902
			Percent	0.9	4.4	15	46	33.6		
The Grand total Average of all the variables under 2 is $33.64/8 = 4.21$										

NB. 1= respondents are neutral 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

As indicated in Table 4.3 item 2, 1 the respondents were asked whether the hardware and software are properly functioning and the data analyzed shows that almost 40.7% Strongly Agree 47.8 respondents Agree 8% respondents are neutral. 3.5% Disagree of the respondents together indicated agree and strongly agree; which means at least for the time being there is no serious problem in relation to software and hardware compatibility.

As indicated in Table 4.3 item 2, 2 the respondents were asked CBE has the ability to use the system efficiently and the data analyzed shows that almost and the data analyzed shows that

almost 71.7% Strongly Agree 15.9% Respondents Agree 3.5 of respondents are neutral and 0.9 Strongly Disagree. Based on their responses we may fear that the company has the ability to use the system efficiently.

As indicated in Table 4.3 item 2, 3 the respondents were asked is the application Oracle timely updated? The collected data from B₃ indicates that almost 85% of the respondents have agreed together agree (34%) and strongly agree (51%); despite the fact that the reality deviate from what has been stated.

When we come to As indicated in Table 4.3 item 2, 4 the respondents were asked more than 80% of the respondents have reached into agreement (Agree (32%) and strongly agree (49%)) that there is lack of skilled human resources information system.

The next discussion point When we come to as indicated in Table 4.3 item 2, 5 Customers are properly using the system the data analyzed shows that about 51.3% Strongly Agree 27.4% of respondents Agree 17.7 respondents are neutral. 2.7% and 2.9 Disagree and strongly Disagree. . Based on their responses CBE Customers are properly using the system.

The next discussion point When we come to As indicated in Table 4.3 item 2, 6 since the organization CBE is government oriented and it is unlikely to violate the government policy and the result analyzed shows that almost 72% of the respondents (42% for agree and 30% for strongly agree) have agreed that there is no violation.

The next discussion point When we come to As indicated in Table 4.3 item 2, 7 What about network interruption almost 70% of the respondents have agreed about the challenges of network interruption.

The last discussion point When we come to As indicated in Table 4.3 item 2, 8 When we come to the last point of this questionnaire which is nearly 80% of the respondents (46% agree and 34% strongly agree) have given their support that the cost of implementing the system is so huge.

As one comes to the 2nd variable and try to take a look on the average of all the eight sub-components Which is $33.64/8 = 4.21$, it is possible to conclude that despite the huge skill gap faced by the organization, the system feasibility and compatibility is in good status. Under this variable the network interruption has been assessed and the response collected from questionnaires, and from the interview too, was correlated. The network problem is so serious and it needs high emphasis in alleviating the problem.

4.2. 3 The Roles of HRIS in employee recruitment and selection process

Table 4.3 Results of Variable No 3

No	Items	N	Response	Response Alternatives					Mean	SD
				1	2	3	4	5		
1	HRIS Oracle has helped CBE a lot in HR Planning process	113	Frequency	2	31	22	48	10	3.29	1.024
			Percent	1.8	27.4	19.5	42.5	8.8		
2	HRIS is properly used in recruitment and selection processes	113	Frequency	1	10	22	66	14	3.73	0.826
			Percent	0.9	8.8	19.5	58.4	12.4		
3	HRIS Oracle helps CBE in Training and Development Processes	113	Frequency	3	18	24	55	13	3.5	0.983
			Percent	2.7	15.9	21.2	48.7	11.5		
4	HRIS has brought significant result in alleviating payment related problems	113	Frequency	2	21	40	47	3	3.25	0.851
			Percent	1.8	18.6	35.4	41.6	2.7		
5	HRIS has contributed a lot in assessing performance appraisal	113	Frequency	2	30	28	41	12	3.27	1.029
			Percent	1.8	26.5	24.8	36.3	10.6		
6	HRIS has helped CBE in promotion & Transfer Processes	113	Frequency	1	6	24	66	16	3.8	0.781
			Percent	0.9	5.3	21.2	58.4	14.2		
The Grand total Average of all the variables under 3 is $20.84/6 = 3.47$										

NB. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

As indicated in the table 4.2.3 above, among the participants referring to variables under 3, 1 almost 52% (43% agree and 9% strongly agree) and; almost 30% of them (2% strongly disagree and 27% disagree) did not agree at all. So this show that the respondents have given their consents that Oracle has helped a lot in HR planning process.

As indicated in the table 4.2.3 above, among the participants Referring to variables under 3, 2 almost 71% (12.4% agree and 58.4% strongly agree) and; almost 10% of them (1% strongly disagree and 9% disagree) did not agree at all. So this show that the respondents have given their consent that HRIS is properly used in recruitment and selection processes

As indicated in the table 4.2.3 above, among the participants Referring to variables under 3, 3 what about the contribution of HRIS to the required Training & Development Process? By referring to the analyzed data depicts that above 60% of the respondents (49% agree and 12% strongly) have agreed the contribution of the system towards the intended Training and Development.

As indicated in the table 4.2.3 above, among the participants Referring to variables under 3, 4 When we come to see nearly 50% of the respondents (47% agree and 3% strongly agree) have indicated their consent that the system contributes much in alleviating payment related problems.

As indicated in the table 4.2.3 above, among the participants Referring to variables under 3, 5 When we come to see nearly 47% of the respondents (36.3% agree and 11% strongly agree) have indicated their consent that the system contributes much in alleviate performance appraisal related problems.

As indicated in the table 4.2.3 above, among the participants Referring to variables under 3, 6 Next let us try to see which analyzes the roles of the system in promotion and transfer process and; 72% of the respondents(58% and 13%)of the respondents have selected agree and strongly agree respectively. That HRIS is properly helped to CBE staff in promotion & Transfer Processes

Relatively this variable has been responded almost in average way since the all average value is nearly in the middle which is 3.47 from this one can take an understanding of HRIS has to be improved a lot in creating awareness and in contributing staffing practice

4.2. 4 Benefits & Compensation Management

Table 4.2.4 Results of Variable No 4

N o	Items	N	Response	Response Alternatives					Mean	SD
				1	2	3	4	5		
1	Health related benefits are clearly defined	113	Frequency	0	2	27	26	58	4.24	0.879
			Percent	0	1.8	23.9	23	51.3		
2	Fringe benefits are properly kept by the system of Oracle	113	Frequency	0	5	18	28	62	4.3	0.897
			Percent	0	4.4	15.9	24.8	54.9		
3	Flexible benefit packages are available in the organization	113	Frequency	0	3	25	24	61	4.27	0.897
			Percent	0	2.7	22.1	21.2	54		
4	Timely information is easily communicated in relation to fringe benefits	113	Frequency	3	6	17	27	60	4.19	1.057
			Percent	2.7	5.3	15	23.9	53.1		

5	The benefit packages are better than existing competitors	113	Frequency	0	1	20	33	59	4.33	0.796
			Percent	0	0.9	17.7	29.2	52.2		
6	The existing fringe benefits of CBE are satisfactory	113	Frequency	0	1	23	39	50	4.22	0.799
			Percent	0	0.9	20.4	34.5	44.2		
7	Employee compensation plan is properly addressed by the system	113	Frequency	0	6	15	47	45	4.16	0.851
			Percent	0	5.3	13.3	41.6	39.8		
8	Employee compensation is timely updated with the system	113	Frequency	3	7	18	46	39	3.98	1
			Percent	2.7	6.2	15.9	40.7	34.5		
The Grand total Average of all the variables under 4 is 33.69/8 = 4.21										

NB. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 1 Next let us try to see which analyzes Health related benefits are clearly defined,74% of the respondents (51.3%and 23%) of the respondents have selected agree and strongly agree respectively. That HRIS is Health related benefits are clearly defined in HRIS System.

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 2 Next let us try to see which analyzes Fringe benefits properly kept by system of Oracle ,90% of the respondents (62%and 28%) of the respondents have selected agree and strongly agree respectively. That HRIS is Fringe benefits properly kept by the system of Oracle HRIS.

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 3 Next let us try to see which analyzes, Flexible benefit packages are available in the organization 85% of the respondents (61%and 24%) of the respondents have selected agree and strongly agree respectively. That is Flexible benefit packages are more accessible in the organization.

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 4 Next let us try to see which analyzes Timely information is easily communicated in relation to fringe benefits kept by system of Oracle ,80% of the respondents (24%and 53%) of the respondents have selected agree and strongly agree respectively. That is show Timely information is easily communicated in relation to fringe benefits kept by system of Oracle HRIS of employee communication web page of CBE.

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 5

Next let us try to see which analyzes The benefit packages are better than existing competitors by system of Oracle ,81% of the respondents (52.2%and 29.2%) of the respondents have selected agree and strongly agree respectively. That HRIS is benefit packages are better than existing competitors.

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 6 Next let us try to see which analyzes The existing fringe benefits satisfactory,90% of the respondents (50%and 39%) of the respondents have selected agree and strongly agree respectively. That shows the result HR Staff of CBE satisfactory by the existing fringe benefits

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 7 Next let us try to see which analyzes Employee compensation plan is properly addressed by system,80% of the respondents (39.8%and 41.6%) of the respondents have selected agree and strongly agree respectively. That shows the result HR Staff of CBE Employee compensation plan is properly informed.

As indicated in the table 4.2.4 below among the participants Referring to variables under 4, 8 Next let us try to see which analyzes Employee compensation is timely updated with the system,76% of the respondents (40.7%and 34.5%) of the respondents have selected agree and strongly agree respectively. That HRIS less satisfied by the implementation of the system towards benefits and compensation management towards other results.

Regarding to the benefit packages treated by the system, the overall summarized answers indicate that most of the respondents have good attitudes and they are less satisfied by the implementation of the system towards benefits and compensation management. The sum total average indicates that the practice of the system in supporting fringe benefit is in good status and proper awareness is taken by the employees.

4.2.5 Challenges in Using HRIS at CBE

Table 4.5 Results of Variable No 5

N	Items	N	Response	Response Alternatives					Mean	SD
				1	2	3	4	5		
1	There is Lack sufficient knowledge and experience amongst HR users to operate the system full	113	Frequency	2	4	24	41	42	4.04	0.944
			Percent	1.8	3.5	21.2	36.3	37.2		
2	There is Lack HR staff training with enough secured fund	113	Frequency	2	4	25	32	50	4.1	0.982
			Percent	1.8	3.5	22.1	28.3	44.2		

3	There is Lack adequate technical infrastructure to use HRIS	113	Frequency	1	5	11	42	54	4.27	0.876
			Percent	0.9	4.4	9.7	37.2	47.8		
4	There is Lack expertise in IT to operate HRIS fully	113	Frequency	2	2	10	48	51	4.27	0.837
			Percent	1.8	1.8	8.8	42.5	45.1		
5	There is Lack of staff resistance to use HRIS full	113	Frequency	0	7	6	50	50	4.27	0.824
			Percent	0	6.2	5.3	44.2	44.2		
6	There is a commitment and willingness of top managers to use HRIS fully	113	Frequency	2	0	14	37	60	4.35	0.834
			Percent	1.8	0	12.4	32.7	53.1		
7	There is no appropriate IT support	113	Frequency	0	5	14	36	58	4.3	0.854
			Percent	0	4.4	12.4	31.9	51.3		
8	Network Interruption is another challenge for CBE	113	Frequency	2	2	11	40	58	4.33	0.86
			Percent	1.8	1.5	9.7	35.4	51.3		
9	The system may not sometimes be functional because of lack of capacity	113	Frequency	0	4	22	32	55	4.22	0.884
			Percent	0	3.5	19.5	28.3	48.7		
10	Lack of timely system update is a problem for CBE	113	Frequency	0	6	18	33	56	4.23	0.906
			Percent	0	5.3	15.9	29.2	49.6		
11	There is no policy and procedure of the organization to implements HRIS	113	Frequency	0	6	24	33	50	4.12	0.927
			Percent	0	5.3	21.2	29.2	44.2	3	
The Grand total Average of all the variables under 5 is 46.5/11 = 4.23										

NB. 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

The respondents have been asked to rate critical factors that affect utilization of HRIS system. From table 4.5, it is possible to learn that 41 (36.3%) Agree and 42(37.2%) Strongly Agree the total respondents disagreed for the statement that -there is no sufficient knowledge and experience amongst HR users to operate the system fully, while 24 (21.2%) neutral and 4 (3.5%) of the respondents became disagree. This shows there is skill gap among HR staff to operate the system in full capacity. There is HR staff training with enough secured fund to develop HR staff, while 50(44.2%) Strongly Agree and 25 (22.1.3%) of the respondents became neutral. This shows there is shortage of training to HR development due to budget to operate HRIS. However, 3.5% of the respondents that agree the organization secure enough budgets to train and educate HR staff, that they need necessary knowledge to use HRIS. Therefore, the organization needs further investment on capacity building of the users of the system. Majority of the respondents indicated that the organization does not have adequate training opportunities for HR staffs. In a similar manner most respondents believed that the organization has better top management commitment and willingness to use HRIS fully, as it is indicated in the above table 53.3% of

them strongly agree agreed with the support they get from the top managements. However above 50% of respondents negated that IT department staff provides IT support to HRIS at the expected time; among which less number of respondents 0% and 4.4% of them revealed strongly disagree and disagree respectively. Regarding the knowledge, skill and expertise in IT to operate HRIS fully the 45% of respondents negate that IT experts have no sufficient capacity related to HRIS, Insignificant portion of the respondents were convinced with the knowledge of the IT person to provide support related to HRIS. As indicated in the table 4.5 Above among the participants Referring to variables under 5, 6 Next let us try to see which analyzes Lack of timely system update is a problem for CBE 72% of the respondents (44.2% and 28.3%) of the respondents have selected agree and strongly agree respectively relation these, there is Lack of timely system update is a problem for CBE

As indicated in the table 4.5 Above among the participants Referring to variables under 5, 8 Next let us try to see which analyzes Network Interruption is another challenge for CBE 86% of the respondents (53.1% and 35.7%) of the respondents have selected agree and strongly agree respectively. of the respondents strongly believe Network Interruption. As indicated in the table 4.2.5 Above among the participants Referring to variables under 5, 9 Next let us try to see which analyzes The system may not sometimes be functional because of lack capacity of 76% of the respondents (48.7% and 28.3%) of the respondents have selected agree and strongly agree respectively. of the respondents strongly The system not sometimes functional because of lack capacity

According to the above table 4.5 shows that the greatest barriers for HRIS usage in Commercial Bank of Ethiopia are: - lack of expertise/knowledge in IT, Lack of appropriate IT support, lack of HR staff training due to inadequate budget and lack of sufficient knowledge and experience amongst HR users to operate the system fully. Majority of respondents stated that they were in agreement that lack of skilled Staff is a challenge as regards the HRIS in CBE. Majority of the respondents indicated that were in disagreement that Lack of support from IT staff hinder the organization from achieving full potential of HRIS

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

INTRODUCTION

Under this unit, the summary of the study, conclusion, and the possible recommendation are presented and described. At the end of the chapter, limitations and suggestions for future research are briefly discussed and analyzed.

5.1 Summary of Major Findings

HR and Payroll Data Management Practice in CBE

Based on the sample participants 'response, many of respondents in the company are clear with what should they do and their responsibilities. HRIS Oracle application is in good status towards the management of HR planning and Payroll related data; because all the answers are above the average.

Assessing feasibility of the system in using HRIS

The finding of the research shows that majority of the respondents said that Under this variable 70% of the respondents have agreed about the network interruption When we come to the last point of this questionnaire which is variable 2 item 8, nearly 80% of the respondents (46% agree and 34% strongly agree) have given their support that the cost of implementing the system is so huge.

The Roles of HRIS in employee recruitment and selection process

The finding of the research shows that majority of the respondents said that 3rd questionnaire HRS in Recruitment and Selection process indicates that of Commercial Bank of Ethiopia HRIS practice and subsystem usages level are less engaged on job evaluation and Performance Management, job analysis, turnover tracking , management-employee relation

Benefits & Compensation Management

The finding of the research shows that majority of the respondents said that All HR tasks enables us to perform all HR activities end to end via automated and interrelated systems it changes tiresome manual work to automation automate HR recruitment and documentation activities As per one top interviewee suggested In order to automate HR division transactions, the current system is capable to handle about 80% and above. Some of the positive contribution of the system HRIS is properly used in recruitment and selection processes and properly helped to CBE staff in promotion & Transfer Processes

Human Resource Information system-HRIS application summary

The findings of this study revealed that the most used HRIS application in Commercial Bank of Ethiopia at HR department are Record management , Compensation services, Performance and recruitment /selection. These are important function performed by the HR department. It can be explained that payroll and record management are basic personnel module which are normally the first to be created since it is the cornerstone of the basic information to be found in the system. It includes information such as the name, Identity number, date of entry, job classification, location, job specifications and descriptions, salary comparison data, address, telephone numbers among others. HR department must keep personnel records to satisfy both external regulations and internal regulations, as well as for payroll and tax collection and deposit, promotion consideration, and periodic reporting. HR development and succession planning are medium whereas system engagement for turnover tracking, Job evaluation & Job evaluation and management-employee relations are less and it implies that there are still several HR activities performed manually in HR department

❖ Factors associated with the usage of HRIS

The findings presented in Table 4.5 suggest that the greatest barriers to use HRIS application in Commercial Bank of Ethiopia at HR department were lack of IT support, lack of skilled HR staff, lack of HR staff training due to insufficient funds and lack of expertise in IT to operate. The findings are supported by Markos(2013).The system, HRIS faced shortage of trained HR users to explore HRIS system and subsystem successfully. Currently the users of HRIS are using the system partial in their day to day operation because of the lack of detail knowledge to operate the system in full service capacity. Because of the skill gap of employees, HRIS is not fully operational. In addition to that the actual application of HRIS faces shortage of appropriate support for successful utilization of the system. HRIS may seem to lack the appropriate support with IT. Employees may believe that HRIS is as a problem solver but the system is not fully functional due to employees’ skill gap & poor IT support. The other finds are lack of training due to insufficient budget for training. Employees in any organization needs the assistance on technology such as basic of computer, however due to several constraints make them neglect as the result employees sometimes resists the use and adaptation of technology in their day to day operation. Since HRIS is very important to manage the scarce human resources, its usage is

challenged by many factors like, inadequate training or capacity building of employees, lack of IT support and other related factors. Moreover, delays in giving support on the system creates low expectations of the system from the perspective of the employees in terms of speeding up their daily tasks. Due to these factors, they are not using the system frequently in their day to day operations.

From the above discussions of the data obtained from the questionnaire, accordingly, this study came up with the following major findings.

- End users of the HRIS (HR staff in this case) systems are not capable and knowledgeable on using the system end to end as the result partial manual involvement carried out which is the major cause of error and time taking process
- Lack of continuous HR staff development and others HR initiatives that develop human capital - The actual application of HRIS faced IT expert support issue and shortage of trained users for the successfully using the system.
- Lack of HR staff training due to enough fund not secured
- lack of IT support, lack of skilled HR staff, lack of HR staff training due to insufficient funds and lack of expertise in IT

5.2 CONCLUSION

A lot has been said so far by different scholars about the most abused resources in the world; Human resources, and so that to reduce the problem to some extent thanks to Science and Technology, HRIS application is a very good solution to such a modern organization like CBE. In line with the above statements, the researcher has decided to examine the practical status of HRIS application at CBE on Head Office employees and the findings indicate that more or less the system is properly being operational zed. What is HRIS all about?

A human resources information system (HRIS) is a software solution that maintains, manages, and processes detailed employee information and human resources-related policies and procedures. As an interactive system of information management, the HRIS standardizes human resources (HR) tasks and processes while facilitating accurate record keeping and reporting. Essentially, an HRIS is a “two-way street” in which information about employees is delivered into the organization and, conversely, back out to employees. By eliminating paper-based and manual HR-related processes,

All the five variables were properly described and analyzed and; as per the general findings from both questionnaires and interview techniques, HRIS application is properly becoming

operational and practiced here at the head office. Generally the research findings have indicated that the system ; it enables CBE to automate all HR activities; promotes efficiency and effectiveness; can integrate all HR tasks; enables us to perform all HR activities end to end via automated and interrelated systems; enables us to access employee data from anywhere; it changes tiresome manual work to automation automates HR recruitment and documentation activities; is user friendly to get the required HR data were some of the positive contribution of the system even though, Lack of awareness to feed timely data; Network interruption; Excessive customization can be cited as challenges; plus Knowledge gap to properly execute the system and complicated policy and procedures to customize the system add their share to problem. As per one top interviewee suggested In order to automate HR division transactions, the current system is capable to handle about 80% and above.

Hence HRIS in Commercial Bank of Ethiopia is not fully operational because of the problems related with lack of support from IT, skill gap of the HR and IT employees and lack of HR staff training. In this case, the actual practice of HRIS is not effective, efficient and complete. As a result, the study confirmed that lack of appropriate IT support; budget constraint, IT knowledge and HR experts were found to have significant impact in the adoption and usage of HRIS. Commercial Bank of Ethiopia should empower human resource for further handling its information for job analysis, turnover tracking and screening of its staff on day to day basis; As a result, there are manual HR data processing in Commercial Bank of Ethiopia which causes error, inefficiency and slowness in making decision.

5.3 RECOMMENDATION

The following recommendations are given based on the findings of the study:- According to the data analysis and interpretation ,Commercial Bank of Ethiopia HRIS practice and subsystem usages level are less engaged on job evaluation and job analysis, turnover tracking ,management-employee relation. As it is stated in chapter four section 4.5 challenges like the lack of skill on the system, lack of train due to funds, lack of appropriate support and lack of expertise in IT to operate the HRIS constraints makes HRIS usage weak. The researcher proposed that extensive attentions need be given to the applications of HRIS, to be focused on aspects required for supporting decision making process, rather than being just for administrative applications. Nowadays, human resource widely recognized as strategic assets in any organization. In order to ensure managing such scares resource wisely and efficiently, Commercial Bank of Ethiopia should engage in HRIS applications such turnover tracking and manger-employee relation which

help more on supporting decision making process.

In order to increase the utilization level of HRIS in HR department, the organization should equip and enrich HR staffs with continuous training and development Training career development etc.

Moreover, IT support needs standards to provide nonstop support for HR department as lack of continuous IT support was one of the major barriers identified in this study. Place qualified IT personnel on the system that can assist HR professionals when they face difficulties during practicing or working on the system. IT staff should also have visibility of their responsibility to deliver the service on time. IT has not been fully engaged to support the successful utilization of HRIS, particularly in HR department as the result most HR practices are performed manually. Due to the above listed factors, they are not using the system frequently in their day to day operations. The researcher proposed that organizations should have to revise their current HR and HRIS policies and procedures to promote HRIS application practices and to achieve excellent organizational performance. Finally, the findings of the research would give valuable insights about the practices of HRIS in the organizations.

Generally the research findings have indicated that the system

- ❖ The organization has to work hard to enhance system capacity in collaboration with Ethic telecom and the local government
- ❖ The enterprise is recommended to enhance users technical capacity towards the betterment of the implementation of the system
- ❖ The system should be upgraded on time to get prompt support from our clients
- ❖ CBE has to build strong team from both business and IT professionals
- ❖ There must be timely and up to the standard on the job Training to employees
- ❖ Serious measure is recommended in order to capacitate the human resources so as to fit the demanding technological skills, knowledge and wisdom.
- ❖ Identify the available supportive features they can use in the system.
- ❖ In order to increase the utilization level of HRIS in HR department
- ❖ the organization should equip and enrich HR staffs with continuous training and development
- ❖ Providing appropriate and continuous training programs for the system users It will help them to start working on the system properly

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**Appendix-I:
Questionnaire
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA WITH CONCENTRATION IN HRM PROGRA
Questionnaire to be filled by employees of Commercial Bank of Ethiopia**

Questionnaire (English)

Dear Respondents

I am a student of Business Administration Master's Degree program in St. Mary's University, and I am doing my thesis entitled **Practice and Challenges of Human Resource Information System (HRIS) in the Case of Commercial Bank of Ethiopia**. Please take a few minutes of your time to fill in this questionnaire about your existing awareness and understanding regarding on the practice of HRIS in your organization. I would like to remind you that your responses will be kept confidential and it will be useful only for this academic purpose. I thank you very much for your sincere cooperation.

General Direction:

Please do not write your name on the questionnaire. Write your response in brief on the space provided for open-ended questions. In case you have ambiguities on any of the questions, please do not hesitate to contact me through my mobile number 0910617071.

Part I: Demographics Profile

Please answer by putting a tick (✓)

1. Please select your age:

1. Below 18 2. 18-30 3. 31-40 4. 41-50 5. 51 & above

2. Gender: 1. Male 2. Female

3. Your completed Educational Status:

1. Diploma 2. 1st Degree

3. 2nd Degree 4. PhD 5. Other (specify) _____

4. Work Experience: 1. 1-5 Yrs 3. 11-15 Yrs

2. 6-10 Yrs 4. Above 15

5. Current Job Position

1. Manager

2. Team Leader

3. Senior HR Officer

4. HR Officer 5. Junior HR Officer

Part II: Major Variables of HRIS for this thesis of CBE

Could you answer the following questions by indicating with a circle from the following statements with a scale form 1-5 where 1=strongly disagree, 2= Disagree 3=Fair, 4=Agree and 5=strongly agree which best corresponds to your feelings.

1. HR AND PAYROLL DATA MANAGEMENT		Likert Scale				
N	Specific Items to be asked	SD	D	F	A	S
O						A
1	HR and Payroll related data are sufficiently managed	1	2	3	4	5
2	HR and Payroll related data are free of errors	1	2	3	4	5
3	The measure of internal validity and reliability of HR and Payroll related data are good	1	2	3	4	5
4	HR and Payroll related data are available when required	1	2	3	4	5
5	HR and Payroll related data are securely kept	1	2	3	4	5
6	HR and Payroll related data are timely updated	1	2	3	4	5
7	HRIS is properly used in practicing skills inventory					
8	Absenteeism and Labor Turnover are properly analyzed					

2. Assessing feasibility of the system in using HRIS		Likert Scale				
N	Specific Items to be asked	SD	D	F	A	S
O						A
1	The hardware and software are properly functioning	1	2	3	4	5
2	CBE has the ability to use the system efficiently	1	2	3	4	5
3	The application Oracle is timely updated	1	2	3	4	5
4	There is lack of skilled human resources	1	2	3	4	5
5	Customers are properly using the system	1	2	3	4	5
6	The HRIS is not violating the government policies	1	2	3	4	5
7	Network interruption is a common problem	1	2	3	4	5
8	I think the cost of implementing the system is so expensive	1	2	3	4	5

3. STAFFING		Likert Scale				
N O	Specific Items to be asked	SD	D	F	A	S A
1	HRIS Oracle has helped CBE a lot in HR Planning process	1	2	3	4	5
2	HRIS is properly used in recruitment and selection processes	1	2	3	4	5
3	HRIS Oracle helps CBE in Training and Development Processes	1	2	3	4	5
4	HRIS has brought significant result in alleviating payment related problems	1	2	3	4	5
5	HRIS has contributed a lot in assessing performance appraisal	1	2	3	4	5
6	HRIS has helped CBE in promotion & Transfer Processes	1	2	3	4	5

4. BENEFITS & COMPENSATION MANAGEMENT		Likert Scale				
N O	Specific Items to be asked	SD	D	F	A	S A
1	Health related benefits are clearly defined	1	2	3	4	5
2	Fringe benefits are properly kept by the system of Oracle	1	2	3	4	5
3	Flexible benefit packages are available in the organization	1	2	3	4	5
4	Timely information is easily communicated in relation to fringe benefits	1	2	3	4	5
5	The benefit packages are better than existing competitors	1	2	3	4	5
6	The existing fringe benefits of CBE are satisfactory	1	2	3	4	5
7	Employee compensation plan is properly addressed by the system	1	2	3	4	5
8	Employee compensation is timely updated with the system	1	2	3	4	5

5. CHALLENGES IN USING HRIS AT CBE		Likert Scale				
N O	Specific Items to be asked	SD	D	F	A	S A
1	There is Lack sufficient knowledge and experience amongst HR users to operate the system full	1	2	3	4	5
2	There is Lack HR staff training with enough secured fund	1	2	3	4	5
3	There is Lack of adequate technical infrastructure to use HRIS	1	2	3	4	5
4	There is Lack expertise in IT to operate HRIS fully	1	2	3	4	5
5	There is Lack staff resistance to use HRIS full	1	2	3	4	5
6	There is a commitment and willingness of top managers to use HRIS fully.	1	2	3	4	5
7	There is lack of appropriate IT support	1	2	3	4	5
8	Network Interruption is another challenge for CBE	1	2	3	4	5
9	The system may not sometimes be functional because of lack of capacity	1	2	3	4	5
10	There is Lack of timely system update is a problem for CBE	1	2	3	4	5
11	There is no policy and is procedure of the organization to implements HRIS					

**Appendix-II:
Interview Question**

ST. MARY'S UNIVERSITY

S SCHOOL OF GRADUATE STUDIES

MBA WITH CONCENTRATION IN HRM PROGRAM

Interview questions for Practice and Challenges of Human Resource Information System (HRIS) in the Case of Commercial Bank of Ethiopia.

1. How do you comment on Oracle HRIS application to your end user under HR division?

2. What are the major challenges faced using oracle HRIS system in HR division

And what are the proposed solutions?

3. What are the cause of system interrupt oracle I-recruitment and employee self-service

4. How do you measure HRIS system functionality under HR division?

5. How can Oracle HRIS easily be Acceptable and Accessible for all staff user?

I thank you once again for your sincere cooperation and time