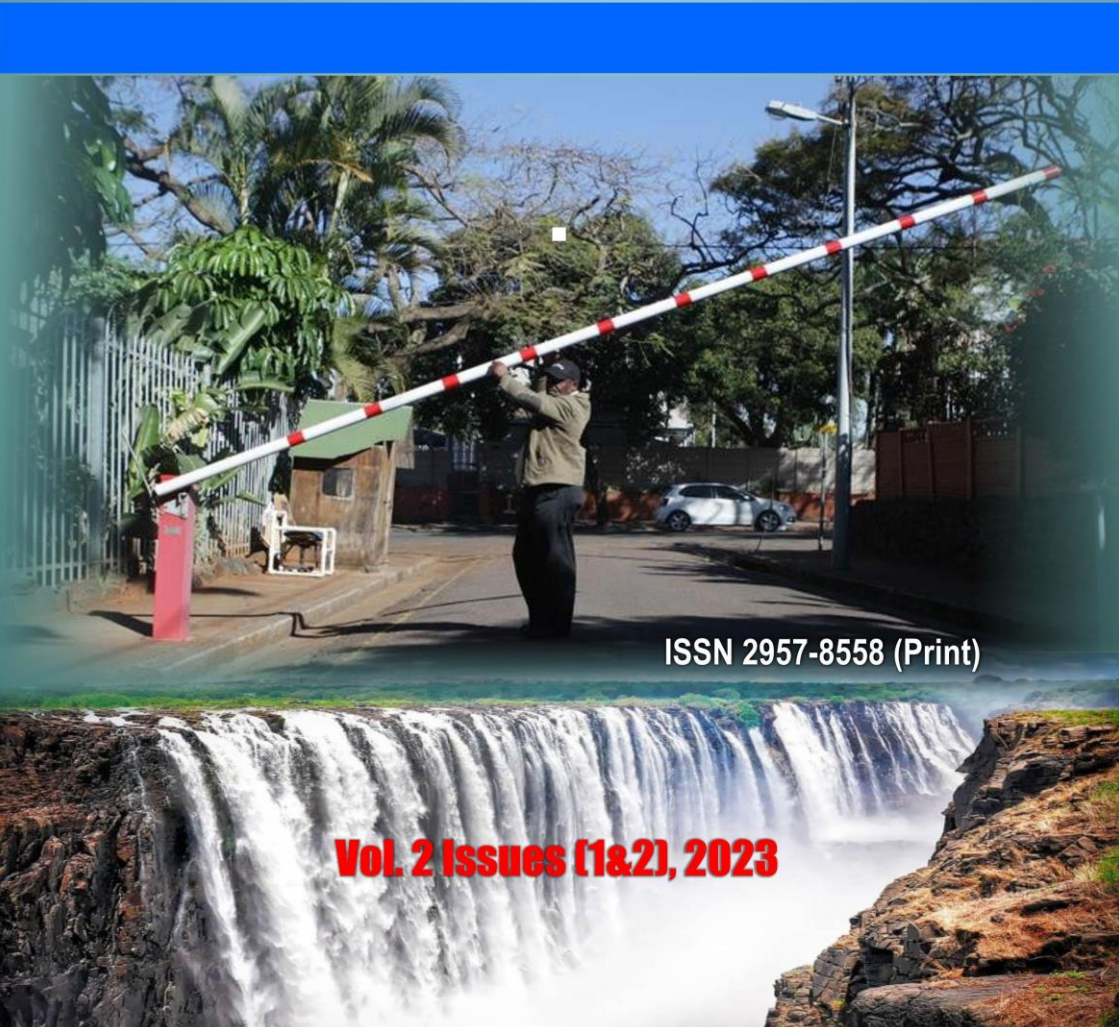




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JOURNAL PURPOSE

The purpose of the *Ngenani - Zimbabwe Ezekiel Guti University Journal of Community Engagement and Societal Transformation Review and Advancement* is to provide a forum for community engagement and outreach.

CONTRIBUTION AND READERSHIP

Sociologists, demographers, psychologists, development experts, planners, social workers, social engineers, and economists, among others whose focus is on community development.

JOURNAL SPECIFICATIONS

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SCOPE AND FOCUS

The journal is a forum for the discussion of ideas, scholarly opinions and case studies of community outreach and engagement. Communities are both defined in terms of people found in a given locale and defined cohorts, like the children, the youth, the elderly and those living with a disability. The strongest view is that getting to know each community or sub-community is a function of their deliberate participation in matters affecting them by the community itself. The journal is produced bi-annually.

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Language: British/UK English

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THE CONTRIBUTION OF HUMAN RESOURCES INFORMATION SYSTEM IN THE EFFECTIVE MANAGEMENT OF HUMAN RESOURCES USING NETONE CELLULAR (PVT) LTD, ZIMBABWE AS A CASE STUDY

ROGERS TAKURA NAMALAWA¹

Abstract

This study investigates the role of a Human Resources Information System (HRIS) in effectively managing human resources, with a focus on NetOne Cellular (Pvt) Ltd (NeOne), a government-owned telecommunications concern. The research addresses a gap in the literature by examining the specific contributions of HRIS in developing countries. Utilising a qualitative research approach, the study collects data through interviews, surveys and document analysis involving human resource (HR) managers and employees. The findings demonstrate that the implementation of an HRIS at NetOne has significantly improved the efficiency and effectiveness of human resources management (HRM) processes. Notably, the HRIS has streamlined recruitment and selection procedures, resulting in faster and precise candidate screening and selection, enhanced performance management practices by automating performance appraisals and enabling effective feedback and goal setting. The study concludes that adopting an HRIS has positively impacted HRM at NetOne, leading to enhanced organisational performance and employee satisfaction. It emphasizes the importance of utilising technology to optimise HR processes and recommends that other organisations, both in Zimbabwe and beyond, consider implementing HRIS to improve their HRM practices. This research contributes to the existing literature on HRIS and its role in effective HRM, particularly in the context of the telecommunications industry in Zimbabwe.

Keywords: *implementation, employee, performance, efficiency, technology, data*

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INTRODUCTION

The study is primarily aimed at investigating the contribution of Human Resource Information Systems (HRIS) in the effective management of human resources (HR) at NetOne Cellular (Pvt) Ltd (NetOne). The study also ascertains the extent the HRIS has afforded the HR Department at NetOne to be effective and identify loopholes that will be noted by other organisations in Zimbabwe during the implementation of the system as this study also focuses on recommending the system as a paradigm shift from an administration perspective to strategic HRM perspective. Lytrasa *et al.* (2010) submit that despite the growth in HRIS use, research, on its use, has been fragmented and, therefore, has not been focused on this field like other HR concepts. This assessment is especially true in the Zimbabwean context. Despite the adoption of HRIS by some Zimbabwean firms, there have been few studies done in the field to investigate the impact of the technology on HR functions. At NetOne, HRIS was adopted as cloud-based systems years ago. In its use at the company, very few challenges have been encountered and the HR management are of the view that the system has made their processes even more efficient and productive. As such, this study ascertains the extent this system has afforded the HR Department at NetOne to be effective.

BACKGROUND

The performance of any organisation is dependent largely on the performance of its Human Resources Department (Troshani and Hill, 2011). Of significant importance is the HR Department's function's ability to gather relevant information concerning its employees, the organisational processes, its environment and the industry in which it operates to facilitate informed and sound decisions (Obeidat, 2012). To achieve such effectiveness, HR departments are adopting the use of advanced HRIS.

Meanwhile, Kavanagh *et al.* (2012) define HRIS as a system used to acquire, store, manipulate, analyse, retrieve and distribute information regarding an organisation's HR to support HRM and managerial decisions. The use of HRIS in organisations is not entirely a new trend but, rather, it is an old concept that has existed for centuries except that now it is more advanced technologically due to the computer

movement of the 21st Century (Johnson *et al.* (2016). The use of HRIS can be traced back to the period before the Second World War when there were mere automated employee record-keeping systems until now as they have evolved to be more complex reporting and decision-making cloud-based enterprise-wide systems (Johnson *et al.* (2015).

In tracing this history of HRIS Johnson and Kimberly (2015), presented the history and evolution of HRIS based on the technology that was used at the time. Commenting on this history of HRIS Johnson *et al.* (2015) submit that what started as a simple mainframe system to automate payroll has now touched all areas of HRM, including recruitment, selection, training and compensation. With HRIS becoming so crucial, many organisations since the 1990s have adopted the use of HRIS (Ngai *et al.*, 2009). Recent estimates indicate that nearly all large organisations have adopted HRIS to support core functions, processes and decisions (Lytrasa, 2010), and smaller organisations are increasingly using HRIS to support HRM functions.

Several studies have examined the impact of HRIS on various aspects of HR functions, highlighting their effectiveness and efficiency. Patil's (2014) study, conducted in India, focused on pharmaceutical companies, concluded that HRIS positively affects functions such as recruitment, job analysis and communication. Similarly, Chumo's study in 2014 aimed at establishing the relationship between HRIS and staff development in international non-governmental organisations (INGOs) in Nairobi. The findings indicated a significant positive relationship between HRIS and staff development, emphasizing the role of HRIS in fostering employees' professional growth. Another study conducted by Mahapa and Chirasha in 2012 assessed the effectiveness of the HRIS adopted by the Midlands State University, Zimbabwe. The findings suggested that the Human Resources Department could achieve higher effectiveness through the implementation of the HRIS, provided there were no challenges encountered during the implementation process.

Overall, these studies highlight the benefits of HRIS in enhancing HR functions and processes such as recruitment, job analysis, communication, staff development and overall departmental

effectiveness. By leveraging HRIS effectively, organisations can optimise their HRM practices and achieve improved outcomes. However, very few of these studies on HRIS have been done in Zimbabwean organisations. As such, this study aims at covering that gap by focusing on one organisation in Zimbabwe. NetOne is one of a few companies in Zimbabwe with a fully integrated HRIS.

LITERATURE REVIEW

In the context of the evolution of HRIS, Johnson *et al.* (2015) observe that HRIS initially emerged as a simple mainframe system, primarily focused on automating payroll processes. However, over time, it has expanded to encompass various areas of HRM, including recruitment, selection, training and compensation.

The historical development of HRIS can be categorised into four distinct periods. The Mainframe Computing Period (1940s-mid-1980s) coincided with the growth of organisations and the need for more effective data recording and processing, driven, in part, by the demands of World War II. During this period, the U.S. Government and organisations had to collect and classify job-related data for employees (Kavanagh *et al.*, 2015). The Client Server and PC-based Applications period (mid-1980s-mid-1990s), as echoed by Lengnick and Moritz (2003), witnessed the emergence of computer networks and the migration of HRM databases to personal computers. Organisations established local area networks (LANs) to connect hardware, enabling the capture, storage and management of HR data across multiple locations. Thus, showing the technological shift on the development and competencies of HR professionals.

The enterprise resource planning (ERP) or Web-based Systems period (mid-1990s-2010), supported by Bondarouk and Brewster, (2016). saw the integration of web-enabled ERP systems to support HR activities such as recruitment, selection, training, performance management and compensation. This led to the introduction of new software offerings by vendors and the impact of these systems on HR practices and processes. The Cloud-based Applications period (2010 to the present day) witnessed the rise of cloud computing that prompted HR professionals to transition HRIS capabilities to the cloud, offering software as a service (SaaS) that provides a standard software product to all organisations. The benefits and challenges of cloud-based HRIS

emphasizes its impact on global talent management strategies. Thus, given the increasing importance of HRIS, numerous organisations have adopted its use since the 1990s (Ngai *et al.*, 2009). Recent estimates indicate that nearly all large organisations have implemented HRIS to support core HR functions, processes and decision-making, while smaller organisations are also embracing HRIS to support their HRM practices (Lytrasa *et al.*, 2010).

PREVIOUS STUDIES

In 2016, Khashman carried out a study that aimed at investigating the impact of HRIS Applications on Organisational Performance (Efficiency and Effectiveness) in Jordanian Private Hospitals. The study had a sample population of 170 employees working in the targeted hospitals. The result of this study showed that there is a positive impact of HRMS applications on organisational performance, positive attitude from employees working in HR sections in private hospitals towards all HRIS applications. The result of the study also indicated that such employees have positive attitudes towards organisational performance, which includes efficiency and effectiveness. In another study, Chumo (2014) established the relationship between HRIS and staff development among INGOs in Nairobi. The study used a descriptive cross-sectional survey form of research design. The population of the study consisted of 40 INGOs operating in Nairobi in the health sector.

The researcher collected primary data by use of a structured questionnaire that had both closed-ended and open-ended questions, administered through a drop-and-pick-later method at an agreed time with the researcher. In its findings, the research concluded that HRIS had a great positive relationship with staff development. As such, the researcher recommends other organisations to adopt its use. Another study was carried out by Mahapa and Chirasha in 2012 with the aim of assessing if the Midlands State University had adopted a fully integrated HRIS and the challenges being faced, and the benefits accrued. The study used a combination of research instruments like interviews and participant observation. The study had a sample of six selected using the purposive sampling method. In its findings, the study concluded that the HR Department at the Midlands State University had not adopted a fully integrated HRIS, but they had incorporated some of its areas such as salary administration,

advertising and employee personal records in the current system. The study concluded that the HR Department was not vested with the system. The researcher, therefore, recommends that more training programmes should be conducted and experts in the area should teach the employees how the system operates.

THEORETICAL FRAMEWORK

As argued by Miller (1998), the Theory of Change model is a method and an approach that has been used in recent years, for evaluating and monitoring development programmes and technologies, and as a framework for use in evaluations. It describes the processes of change by outlining the causal pathways from outputs (goods or services delivered by the project/technology) through direct outcomes (changes resulting from the use of outputs by key stakeholders). The adoption and use of HRIS as a form of technology by organisations is a change process aimed at improving the way the HR functions are carried out.

The HRIS will, therefore, bring in inputs in the way of its various applications that will, in turn, produce outputs in the form of HR deliverables. The adoption and implementation of the system in the organisation is, in itself, a project being undertaken by the organisation and, like any other project, it is expected to yield results. A Theory of Change sets out the intended outcomes of a project and the steps between intervention activities, and these outcomes, indicating underlying assumptions about how activities are expected to work, the same applies to HRIS which sets out new ways to carry out activities and the outcomes to be expected from those activities. For instance, HRIS have modules that firms can use in their various HR processes, like recruitment. The modules will then produce HR deliverables in the form of candidates best suited for the organisation through the recruitment module.

CONCEPTUAL FRAMEWORK

Robson (2011) defines a conceptual framework as “the system of concepts, assumptions, expectations, beliefs and theories that supports and informs research.” To be able to effectively carry out research, one needs to establish a conceptual framework of the subject under study.

The conceptual framework for this study is illustrated in Figure 1. Each conceptual framework consists of independent and dependent. In this case, the HRIS is the independent variable and HR effectiveness is the dependent variable. The independent variable is that variable that cannot be affected by the other variable, in this case HRIS is the independent variable.

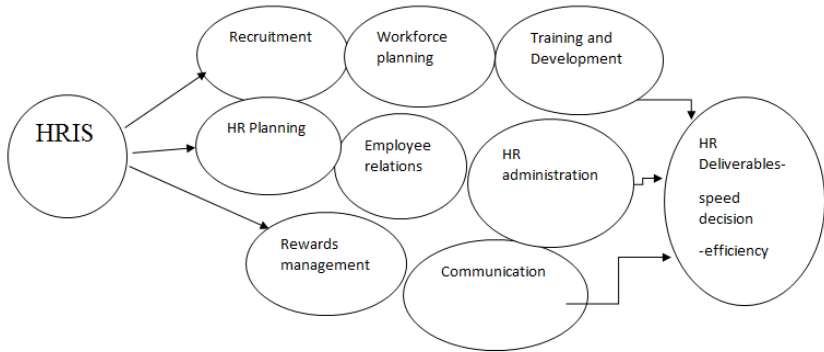


Fig 1: Conceptual Framework

HRIS APPLICATIONS

As argued by Wiblen (2012), a **Job Analysis Application** is a web-based job analysis application with software that helps HR professionals to establish job analysis. It is usually performed using an online questionnaire that collects information directly from employees, supervisors and, if need be, outside consultants. **Recruitment Application** is used to get the best applicant for a job, by applying procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime. Recruitment procedures have a substantial influence over the quality and type of skills new employees possess. All positions in the organisation are expected to adhere to all legal obligations linked to employment and equal opportunities by utilising approved codes of practice and providing justice and fair treatment for all candidates (Delorme *et al.*, 2010). As argued by Gerardine (1986), the selection process entails picking qualified people to fill particular positions.

Desanctis (1994) defined **HR selection** as the process of collecting and evaluating information about an individual to extend an offer of

employment. The selection process in any company or organisation will determine who is hired. **Employee self-service** module allows employees to query HR-related data and perform some HR transactions over the system. Employees may query their attendance records from the system without asking the information from HR personnel. **Payroll Application** is used for calculating each employee's remuneration, auto increment, transfer of salary to individual bank account and generating statutory reports required (Perry, 2010).

MODEL FOR HRIS INPUT AND OUTPUT

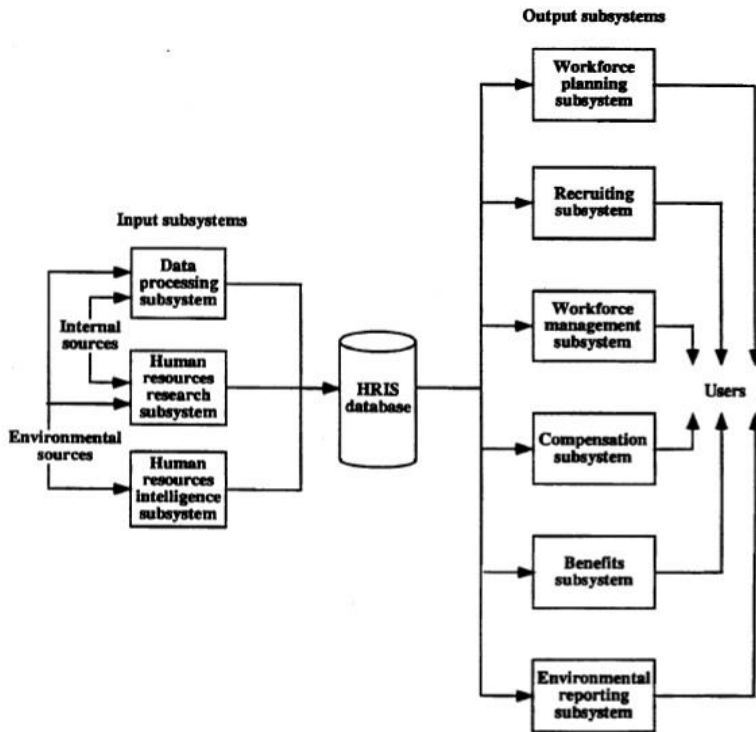


Figure 2: A Resource-Flow Model of the Human (Raymond, 1995)

RESOURCE INFORMATION SYSTEM: THE JOURNAL OF INFORMATION TECHNOLOGY MANAGEMENT

Input Subsystems Three input subsystems enter data into the database. There are data processing, human resource research and human

resource intelligence. Each of these subsystems can include all types of data entry processes such as those involving keyboard and mouse input and optical scanning. In certain cases, the input subsystems also include software that transforms input data into the required format for storage. *Data Processing Subsystem* consists of those systems residing both in the accounting department and HR, that process data relating to HR. The data consists of personnel data describing HR transactions that occur during the resource flow, and payroll data. The data processing subsystem gathers the data from both internal and environmental sources. *Human Resources Research Subsystem* has the responsibility for conducting special studies to provide data on the firm's human resource-related activities. For example, such data identifies employees who are good candidates for positions becoming available because of transfer or termination and describes job content and the knowledge and skills that are required.

In essence, the human resources research subsystem is the introspective view taken by HR of its actions. As with the data processing subsystem, input data can come from both inside and outside the firm. *HRIS Database* articulates that all of the data and information provided by the input subsystems is held in computer storage. The storage units can reside in IS, HR or other locations. The data relates primarily to the firm's employees, but can also describe the environmental elements with that HR interface. **Database management system (DBMS)** software performs the main tenancy processes. *Output Subsystems* consist of various types of software that transform data in the database into information outputs. The software can include report writers, mathematical models, office automation packages such as E-mail and desktop publishing and applications of artificial intelligence such as expert systems. The *Output Subsystems* represent six groups: workforce planning, recruiting, workforce management, benefit, compensation and environmental reporting. For example, all of the software that supports management as they engage in workforce planning is included in the workforce planning subsystem.

RESEARCH METHODOLOGY

The purpose of this section is to outline the research methods employed by the researcher in carrying out this study, that is, the

research paradigm, design and targeted study population, interviews and ethical considerations. The researcher used a case study as a research design. The setting of this study is NetOne. The target population for this research comprised all 196 employees, made up of management, line managers and general employees. All these permanent employees came from various departments. The researcher used these employees as primary sources of data and such a population produced information the researcher used to derive conclusions from.

Table 1: Population Target Table (HR)

Category	Population	Sample size	Sampling technique
Top Management	1	1	Purposive
Line Managers	8	4	Purposive
General Employees	9	5	Convenience
TOTAL	18	10	

RESULTS

This section focuses on the presentation and analysis of the collected data from NetOne using semi-structured interviews. Some of the data was presented using tables and graphs. The researcher used thematic analysis on the data collected by semi-structured interviews to get a clearer measurement of the opinions of the participants.

The researcher analysed the responses from the interviews to determine the active response rate. The response rate was given as a percentage. The study had a target sample size of 10 individuals. The researcher was able to conduct interviews with all 10 individuals, giving a response rate of 100%. The demographics of the participants in this research are presented along gender lines, age of participants, years of service to the company and level of education.

Table 2: showing gender demographics, Source: Primary data (2019) n=10

Gender	No. of respondents	Response (%)
Male	4	40
Female	6	60
Total	10	100

From the indications of Table 2, it shows that this study had slightly more female participants than male participants. The researcher sought

to balance gender proportions so that the research may not be biased towards a particular gender.

The results in Table 3 indicated that four of the participants were between the ages 25-35, two/ were aged 36-45, three were between the ages 46-55 and only one was between the ages of 56-65. It can be concluded that the organisation is trying to recruit younger employees and retire older employees. This was important to know that part of the employees were more involved in the use of HRIS.

Table 3: Age demographic (Primary data, 2019 n=10)

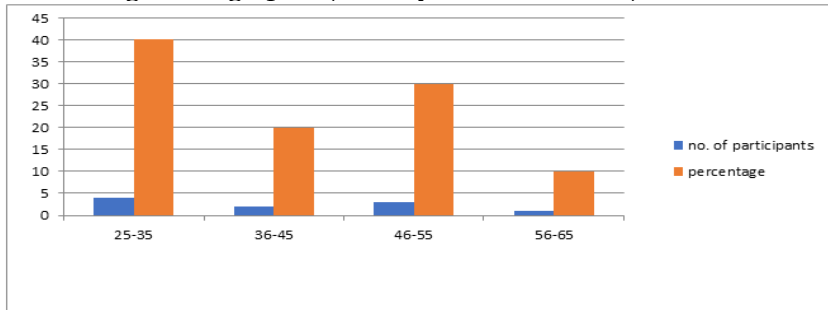


Table 4: A span of service demographics (Primary data (2019) n=10)

Span of Service	No. of respondents
2-5 Years	5
6-10 Years	4
11 Years and above	1
Total	10

Table 4 shows the demographics of this study's participants in terms of the span of their service to the firm under study. Five of the participants had been in service of the firm for a span of 2-5 years, while four had been in with the firm for a period ranging 6-10 years. Only one had been in the firm for a period of over 11 years.

Table 5: showing a level of education demographics (Primary data (2019) n=10)

Level of Education	No. of respondents
Degree	6
Masters	4
Total	10

Table 5 shows the demographics of the participants in terms of their level of education. The participants in this study, six participants had undergraduate degrees and the remaining four were holders of master's degrees.

DATA COLLECTED FROM INTERVIEWS

Features of HRIS being used at NetOne (Pvt) Ltd

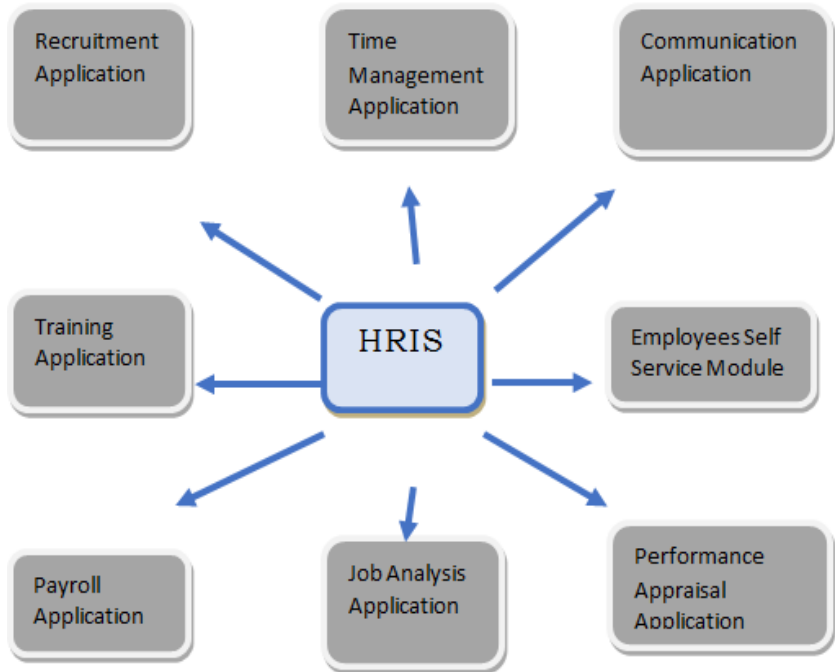


Figure 2: showing identified features of HRIS being used at NetOne; (Primary data, 2019) n=10

Figure 2 shows the features of HRIS being used at NetOne. These identified features include a recruitment application, training application, time management application, payroll application, job analysis application, performance appraisal application, employee's self-service module and communication application.

EFFECT OF HRIS ON THE SATISFACTION OF INTERNAL CUSTOMERS (EMPLOYEES)

Table 6 shows interview extracts to the question that aimed to establish the effect of HRIS on the satisfaction of internal customers and employees.

Table 6: Interview extracts (effect of HRIS on satisfaction of internal customers and employees (Primary data, 2019) n=10

THEME	EXTRACTS FROM PARTICIPANTS
<p>Fast attendance to employee's grievances, complaints and issues</p>	<p>In this research, it was discovered that using HRIS, HR officials and managers at NetOne can and timeously attend to issues and complaints raised by employees. This was seen from the response of a line manager (Participant 3) who concerning this said:</p> <p>“HRIS allows for the real-time tracking of problematic areas that are being reflagged throughout the organisation. This, therefore, allows HR officials and supervisors to attend to these issues as they are raised by employees, thus allowing them to find a solution before the issue becomes too problematic.”</p> <p>Another participant from general employees (Participant 8) shared the same sentiment as he noted that:</p> <p>“HRIS allows us as employees to forward our grievances and even requests to management and HR personnel using the communication feature in the system. This saves individuals on both ends time as the request or issues can quickly be resolved without having to sit face to face.”</p>
<p>HRIS awards employees' flexibility and autonomy in carrying out their duties</p>	<p>The research discovered that the use of HRIS can allow employees some degree of flexibility and autonomy in carrying out their duties. This was demonstrated by the response by participants from general employees who had the following to say about this issue:</p> <p>Participant No. 6</p> <p>“HRIS, through its self-service module and other features, allows us as employees to access certain information on our own in carrying out our duties as we can easily have access to the information we need to do so. As such, we must not constantly consult with our superiors on procedures and standards.”</p> <p>Participant No. 10</p> <p>“HRIS not only allows us flexibility in carrying our duties, but also allows us the same in managing our leave days and other work-life balance issues as we can request and manage our leave days in the system without having to ask the HR officials for information in this regard.”</p>

EFFECT OF HRIS ADOPTION ON THE COST OF DELIVERING HR SERVICES

Table 7 shows the interview extracts to the question that aimed to establish the effect of the adoption of HRIS on the cost of delivering HR services.

Table 7: Interview extracts (effect of adoption of HRIS on cost of delivering HR services) (Primary data, 2019) n=10

THEME	EXTRACTS FROM PARTICIPANTS
<p>HRIS Minimises Recruitment costs</p>	<p>This research was able to find out that the adoption of HRIS in an organisation can significantly lower recruitment costs. This was evidenced by the responses of the following participants from top management and line managers who had this to say:</p> <p>Participant No. 1 “Yes, indeed, HRIS can lower recruitment costs as it utilises more effective and modern means to reach job applicants that are less expensive compared to the traditional conventional job advertising means.”</p> <p>Participant No. 3 “Of course, HRIS minimises recruitment costs. You know as we say, time is money, HRIS saves time when recruiting as most of the processes are done through the system in an automated manner. This, in turn, saves resources and the firm’s time. As such, you would say it minimises costs.”</p> <p>Participant No. 4 “Before the adoption of HRIS, recruitment was a long and costly process as we had to advertise through newspapers, TV adverts and so on, but now advertising of vacancies is mostly done through social media and applications are received and processed through HRIS. This has proved to be less time and resources-consuming. Therefore, costs are reduced.”</p>
<p>HRIS minimises training costs</p>	<p>This study found that the adoption of HRIS by an organisation can significantly lower the training expenses of an organisation. This was noted through the responses of two of the participants in this study who had this to say:</p> <p>Participant No. 1 “Indeed, training costs have been significantly lowered since the adoption of HRIS. I cannot tell you exact figures from the back of my head, but it has been noted that since we</p>

	<p>adopted the use of HRIS, training costs have greatly been reduced.”</p> <p>Participant No.5 “Through HRIS, issues to do with management and coordination of training programmes are made easier and faster to manage. From issues like training needs analysis, HRIS is of great help. As such, naturally this convenience saves time and resources, in turn, lowering the overall training costs.”</p>
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DISCUSSION

Most of the respondents reflected that the following were the features of the HRIS being used at NetOne: Recruitment application, training application, time management application, job analysis application, performance appraisal application, communication application, employee self-service module and, finally the payroll feature. These findings are supported by many scholars who have noted some basic features common to most HRIS. Lengnick-Hall (2003) identified job analysis application as one of the features common to HRIS and defined it as a web-based job analysis application with software that helps HR professionals to establish job analyses. Handrickson (2003) also identified recruitment application as another feature common to HRIS that uses recommended codes of practice to ensure justice and fair treatment for all applicants. Casico (2006) also noted that HRIS has a communication feature that supports regulatory communications inter-organisationally to coordinate all the various organisational activities and changes. He also identified performance appraisal applications as another feature common to HRIS. Other scholars have also identified time management applications (Mathias and Jackson, 2010), training applications, payroll modules and employee self-service modules (Mayfield, 2003).

The findings of the study indicated that HRIS had a positive effect on the satisfaction of internal customers (that is the employees) in an organisation. This was shown by the use of HRIS resulting in fast attendance to employees’ grievances, complaints and issues. Participants noted that HRIS allowed management and HR personnel

to not only respond to complaints raised, but also identify areas that could result in grievances and complaints being raised and addressed before they become contentious issues. They also noted that HRIS also allowed them to raise these issues with management in a timeous and swift manner that also affords management the same opportunity to respond to these issues much faster. These findings are in line with Beadless and Kovach (2009), who observe that HRIS use results in administrative effectiveness and efficiency through faster information processing, improved employee communications and greater information accuracy.

The study also found that the use of HRIS awards employees flexibility and autonomy in carrying out their duties and this is very crucial to the satisfaction of employees (Wiblen, 2012). Participants noted that HRIS allowed them to be less dependent on their superiors in carrying out their duties as they had access to the information, they would require to carry out their duties. This induces satisfaction as noted by Wiblen (2012), who concluded that autonomy and a flexible work environment are some of the factors that can result in job satisfaction. These findings, as indicated, shows that HRIS results in satisfaction of employees as they are allowed autonomy and flexibility and faster redress to issues and grievances they would have raised.

Costs associated with HR can be significantly reduced because of HRIS implementation. This was evident in the comments of the participants, who mentioned that HRIS led to a decrease in recruiting expenses. Participants pointed out that by using HRIS, an organisation may cut expenses associated with hiring new employees since HRIS uses more cost-effective, cutting-edge methods than traditional methods of job advertising to find qualified candidates. They said that HRIS cuts down on recruiting time, which lowers the number of resources needed and, in turn, lowers expenses. Furthermore, the participants mentioned that employing HRIS cuts training costs. As argued by the participants, HRIS greatly reduced training expenses by simplifying the management and coordination of training programmes. This convenience saves time and resources, in turn lowers the total cost of training. The implementation of HRIS can reduce HR expenses, as

argued by these findings, which agree with the opinions and research of other academics. The adoption of HRIS, as argued by Kovach *et al.* (2002), enables the organisation to retain reduced HR expenditures, in turn increasing total productivity. HRIS has a significant influence on the HRM sector by improving the efficiency of HRM operations since it lowers costs and lessens the administrative responsibilities present in most HR departments, as argued by Kavanagh *et al.* (2015).

CONCLUSION

The study successfully identified the common features and applications found in the HRIS utilised by NetOne Cellular (Pvt) Ltd. These features/applications encompassed various areas such as Recruitment, Training, Time Management, Job Analysis, Performance Appraisal, Communication, Employee Self-Service and Payroll.

Utilising HRIS can lead to internal customer satisfaction. The study's findings indicated that by employing HRIS, HR managers can promptly and effectively address the concerns and grievances raised by employees, meeting their expectations and desires. The implementation of HRIS empowers employees with greater autonomy and flexibility in performing their responsibilities, thereby, enhancing their overall satisfaction.

Moreover, the adoption of HRIS can contribute to cost reduction in HR service delivery. Participants in the study acknowledged that HRIS plays a role in reducing recruitment and training expenses, and other HR-related costs. Streamlining processes and automating tasks through HRIS enables organisations to minimise their financial resources dedicated to HR functions.

RECOMMENDATIONS

CONTINUOUSLY EVALUATE AND UPDATE THE HRIS

Regularly evaluating the efficiency of NetOne's HRIS is essential as technology and HR procedures change. The system's features, functionality and user satisfaction should all be examined as part of

this evaluation to make sure they correspond to the organisation's evolving demands.

ENHANCE EMPLOYEE TRAINING AND UTILISATION OF HRIS

NetOne employers, managers and HR personnel should all receive thorough training on how to utilise the HRIS. To fully benefit from the system's features and applications and boost overall effectiveness, encourage and support their usage.

STRENGTHEN DATA SECURITY AND PRIVACY MEASURES

To safeguard critical HR data kept in the HRIS, NetOne should use strong security mechanisms. Regular data backups, access restrictions, encryption and adherence to pertinent data protection laws are all included in this. To find and fix any possible vulnerabilities, conduct routine audits.

FOSTER A CULTURE OF DATA-DRIVEN DECISION-MAKING

Encourage and assist managers and HR professionals in making educated decisions by utilising the data insights supplied by the HRIS. To find trends, patterns and opportunities to improve HR processes and strategies, encourage the usage of analytics and reporting tools inside the HRIS.

SEEK FEEDBACK AND ENGAGE STAKEHOLDERS

Regularly gather feedback from employees, managers and HR staff regarding their experiences and satisfaction/dissatisfaction with the HRIS. Actively involve stakeholders in the decision-making process and consider their input when making system improvements or introducing new features.

STAY UPDATED ON INDUSTRY TRENDS

To guarantee that NetOne stays at the forefront of HR management techniques, keep an eye on industry advancements and new technological breakthroughs in HRIS. To keep up with the most recent developments in the industry, think about going to conferences, joining professional networks and interacting with HR technology providers.

FOSTER A SUPPORTIVE ORGANISATIONAL CULTURE.

By exploiting the data insights provided by the HRIS, managers and HR professionals may be encouraged and helped to make informed decisions. Encourage the use of the analytics and reporting tools included into the HRIS to identify trends, patterns and opportunities to enhance HR procedures and initiatives.

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