

**THE INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEM
EFFECTIVENESS ON EMPLOYEE PERFORMANCE IN LISTED MANUFACTURING
COMPANIES IN KENYA**

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Declaration

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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DEDICATION

To my wife, Mercy, and my children, Emma and Joy thank you for your love, sacrifices, and constant encouragement.

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ABSTRACT

Employee performance remains a critical determinant of organizational productivity, competitiveness, and operational efficiency, particularly within manufacturing firms where workforce coordination and performance management are essential for achieving strategic objectives. Despite the increasing adoption of Human Resource Information Systems (HRIS) in Kenya, many listed manufacturing companies continue to experience challenges related to workforce productivity, employee engagement, and performance management. Furthermore, existing empirical evidence on the effectiveness of HRIS in enhancing employee performance remains limited and inconclusive, particularly within the Kenyan manufacturing sector. This study therefore examined the influence of HRIS effectiveness on employee performance among listed manufacturing companies in Kenya. Specifically, the study assessed the influence of system usability, system integration, and information quality on employee performance. The study was guided by the DeLone and McLean Information Systems Success Theory and Campbell's Job Performance Theory. A descriptive cross-sectional research design was adopted. The target population comprised the ten manufacturing companies listed on the Nairobi Securities Exchange, with firms serving as the unit of analysis and HR practitioners serving as the unit of observation. A census approach was used to include all listed manufacturing firms, while purposive sampling was employed to select 371 HR practitioners. Primary data were collected using structured questionnaires and analyzed using descriptive and inferential statistical techniques. The findings revealed that system usability, system integration, and information quality each had a positive and statistically significant influence on employee performance. Information quality emerged as the strongest predictor of employee performance, followed by system integration and system usability. The results suggest that effective HRIS characteristics enhance employees' ability to perform their duties, support organizational coordination, and improve access to reliable information required for decision-making and performance management. The study concludes that HRIS effectiveness is a significant driver of employee performance within listed manufacturing companies in Kenya. The study recommends investment in user-friendly HRIS platforms, enhanced integration between HRIS and other organizational systems, and stronger data governance practices to improve information quality. The study contributes to the HRM and information systems literature by providing context-specific empirical evidence on the relationship between HRIS effectiveness and employee performance in Kenya's manufacturing sector and offers practical insights for managers and policymakers seeking to improve workforce performance through digital HR technologies

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
LIST OF TABLES	ix
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS	xi
DEFINITION OF KEY TERMS	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of Study	1
1.1.1 Human Resource Information Systems	4
1.1.2 Employee Performance	8
1.1.3 Listed Manufacturing Companies in Kenya	9
1.2 Statement of the Problem.....	10
1.3 General Objective of the Study	11
1.3.1 Specific objectives of the Study.....	11
1.4 Research Questions	12
1.5 Scope of the Study	12
1.6 Significance of the study.....	13
1.6.1 Significance to Policymakers.....	13
1.6.2 Significance to Practitioners	13
1.6.3 Significance to Academicians and Scholars	14
1.7 Chapter Summary	14

CHAPTER TWO	15
LITERATURE REVIEW.....	15
2.1 Introduction.....	15
2.2 Theoretical Framework.....	15
2.2.1 Information Systems Success Theory	15
2.2.2 Job Performance Theory	16
2.3 Empirical Review.....	18
2.3.1 System Usability and Employee Performance.....	18
2.3.2 System Integration and Employee Performance.....	21
2.3.3 Information Quality and Employee Performance	24
2.4 Research Gaps.....	27
2.5 Conceptual Framework.....	35
2.6 Operationalization of Study Variables	36
2.7 Chapter Summary	37
CHAPTER THREE	38
RESEARCH METHODOLOGY	38
3.1 Introduction.....	38
3.2 Research Philosophy.....	38
3.3 Research Design.....	38
3.4 Population of the Study.....	39
3.5 Sampling Design.....	40
3.6 Data Collection Methods	42
3.7 Research Quality	43
3.7.1 Validity	43
3.7.2 Reliability.....	43

3.8 Data Analysis	44
3.9 Ethical Considerations	46
CHAPTER FOUR.....	47
PRESENTATION OF RESULTS	47
4.1 Introduction.....	47
4.2 Response Rate	47
4.3 Respondents' Demographic Information	48
4.4 Descriptive Statistics.....	51
4.4.1 System Usability	52
4.4.2 System Integration	54
4.4.3 Information Quality	56
4.4.4 Employee Performance.....	58
4.5 Diagnostic Tests	60
4.6 Inferential Statistics	65
4.6.1 Correlations.....	65
4.6.2 Multiple Linear Regression Analysis.....	68
4.6 Chapter Summary	73
CHAPTER FIVE	74
DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	74
5.1 Introduction.....	74
5.2 Summary of Main Results	74
5.3 Discussion of Findings.....	74
5.3.1 Influence of System Usability of HRIS on Employee Performance.....	74
5.3.2 Influence of system Integration of HRIS on Employee Performance	76
5.3.3 Influence of Information Quality of HRIS on Employee Performance	78

5.4 Recommendations	80
5.4.1 Policy Recommendations.....	80
5.4.2 Managerial Recommendations.....	81
5.4.3 Theoretical Recommendations.....	82
5.5 Limitations	82
5.6 Suggestions for Further Research	83
5.7 Chapter Summary	84
REFERENCES.....	85
APPENDICES.....	97
Appendix I: Letter of Introduction.....	97
Appendix II: Participant Information and Informed Consent.....	98
Appendix III: Ethical Approval and NACOSTI License	101
SU-ISERC Ethical Approval.....	101
NACOSTI License.....	102
Appendix IV: Questionnaire	103
Appendix V: Listed Manufacturing Companies in Kenya.....	109

LIST OF TABLES

Table 2. 1: Summary of Research Gaps	29
Table 2. 2: Operationalization of Variables.....	37
Table 3.1: Reliability of Measures	44
Table 4.1: Response Rate.....	48
Table 4.2: Respondents' Information	49
Table 4.3: Descriptive Statistics for System Usability.....	52
Table 4.4: Descriptive Statistics for System Integration.....	54
Table 4.5: Descriptive Statistics for Information Quality	56
Table 4.6: Descriptive Statistics for Employee Performance	58
Table 4.7: Collinearity Statistics	64
Table 4.8: Correlations.....	65
Table 4.9: Regression Model Summary.....	68
Table 4.10: ANOVA.....	69
Table 4. 11: Regression Coefficients	70

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	36
Figure 4.1: Normal Q-Q plot for System Usability	60
Figure 4.2: Normal Q-Q plot for System Integration	60
Figure 4.3: Normal Q-Q Plot for Information Quality	61
Figure 4.4; Normal Q-Q Plot for Employee Performance	61
Figure 4.5: Scatter Plot for Linearity between Employee Performance by System Usability.....	62
Figure 4.6: Scatter Plot for Linearity between Employee Performance by System Integration...	62
Figure 4.7: Scatter Plot for Linearity between Employee Performance by Information Quality .	62
Figure 4.8: Scatterplot - Standardized Residuals against the Standardized Predicted Values	63

ABBREVIATIONS AND ACRONYMS

AI	: Artificial Intelligence
AIS	: Accounting Information Systems
ANOVA:	Analysis of Variance
CMA	: Capital Markets Authority
ERP	: Enterprise Resource Planning
HIS	: Health Information Systems
HRIS	: Human Resource Information System
HRM	: Human Resource Management
ICT	: Information and Communication Technology
NACOSTI	: National Commission for Science, Technology and Innovation
NSE	: Nairobi Securities Exchange
OECD	: Organization for Economic Cooperation and Development
SPSS	: Statistical Package for Social Sciences
VIF	: Variance Inflation Factor
IRB	: Institutional Review Board

DEFINITION OF KEY TERMS

Employee Performance

Employee performance refers to the extent to which employees effectively execute their assigned tasks, responsibilities and roles in line with organizational objectives, standards and expectations (Latham, 2023).

Human Resource Information System (HRIS)

HRIS refer to an integrated suite of HR applications that records, processes, and reports employee data to support staffing, time and attendance, payroll, performance, and learning. HRIS also provides analytics that inform managerial decisions, strengthen data governance, and improve operational efficiency, accuracy, and responsiveness across digitized HR workflows and requests (Johnson et al., 2020).

HRIS Effectiveness

Within this study, HRIS effectiveness is conceptualized as the degree to which the HRIS is usable, well integrated with organizational processes and systems, and capable of generating high-quality information that supports employees in performing their roles effectively (Wandhe, 2020).

System Usability

System usability refers to the degree to which an HRIS is user-friendly and easy to learn, enabling employees to complete HR-related tasks with minimal effort and errors (Pratama et al., 2022).

System Integration

System integration refers to the extent to which the HRIS is interconnected with other internal organizational systems and databases in order to enable seamless data flow and coordinated HR processes (Prasad, 2021).

Information Quality

Information quality refers to the degree to which HRIS-generated information is accurate, complete, relevant, and timely for users' needs (Kautsar & Muslichah, 2022).

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Employee performance denotes to the extent to which employees are effective in executing their assigned tasks, responsibilities and roles in line with organizational objectives, standards and expectations (Latham, 2023). It encompasses both task performance, such as quality, efficiency, and timeliness of work, as well as contextual performance, including teamwork, adaptability, and discretionary effort (Albrecht et al., 2021). Within Human Resource Management (HRM), employee performance is a central outcome variable because it reflects how well human capital is utilized to achieve strategic goals. HRM practices, including recruiting and training employees, appraising their performance, their compensation, and managing employee relations, are fundamentally designed to enhance individual and collective performance (Lee et al., 2015). High levels of employee performance contribute to improved productivity, innovation, service quality, and organizational competitiveness. On the contrary, poor performance is associated with inefficiencies, increased costs, and weakened organizational sustainability (Lin & Huang, 2020). Consequently, managing and improving employee performance remains a core concern for organizations operating in dynamic and competitive environments.

Globally, organizations continue to experience significant employee performance challenges despite advancements in workplace technologies and management practices. Studies from developed economies indicate increasing levels of employee disengagement, declining motivation, workplace fatigue, and reduced productivity, particularly among younger employees and employees operating in highly dynamic work environments (Harter, 2025; Hui & Lai, 2023; Snyder, 2024). These trends suggest that organizations increasingly require effective human resource management systems capable of improving workforce coordination, communication, performance monitoring, and employee support. Consequently, organizations are increasingly turning toward digital HR technologies such as Human Resource Information Systems (HRIS) to enhance workforce management and improve employee performance outcomes.

Within the African context, employee performance challenges continue to constrain organizational productivity and service delivery across both public and private sectors. Existing studies associate

these challenges with inadequate skills development, weak performance management systems, low employee motivation, high turnover, absenteeism, and ineffective managerial practices (Chauke, 2024; Egbuta et al., 2022; Azah et al., 2024). These persistent workforce challenges have increased the need for organizations to adopt integrated and technology-driven HR management systems capable of improving workforce coordination, performance monitoring, information management, and operational efficiency.

At the local level, employee performance challenges in Kenya mirror broader regional trends but are particularly pronounced in the public service and manufacturing sectors. In the public sector, poor employee performance is characterized by absenteeism, lateness, corruption, low quality of work output, and high turnover of skilled professionals, all of which undermine service delivery and public trust (Gachui, 2022). Within the manufacturing sector, which is critical to Kenya's industrialization and economic growth agenda, employee performance has been constrained by inadequate training, weak human resource (HR) practices, low employee engagement, and unfavorable working conditions (Mutegi et al., 2023). Empirical evidence from manufacturing firms indicates that insufficient staff development, poor training needs analysis, and limited leadership support are significantly associated with low productivity and reduced innovation capacity (Mutegi et al., 2023). Such challenges emphasize the importance of strengthening HRM systems and implementing effective interventions to enhance employee performance in Kenya's manufacturing industry. These challenges have increasingly compelled manufacturing firms to adopt technology-enabled HR management systems capable of improving workforce planning, performance management, coordination, and data-driven decision-making.

In response to these persistent employee performance and workforce management challenges, organizations have increasingly adopted Human Resource Information Systems (HRIS) as strategic technological tools for enhancing HR efficiency, workforce coordination, information management, and employee performance (Johnson et al., 2020). The growing reliance on HRIS reflects the need for integrated HR platforms capable of supporting data-driven decision-making, improving communication, streamlining HR processes, and strengthening organizational performance management systems (Johnson et al., 2020).

HRIS refer to an integrated suite of HR applications that records, processes, and reports employee data to support staffing, time and attendance, payroll, performance, and learning. HRIS also

provides analytics that inform managerial decisions, strengthen data governance, and improve operational efficiency, accuracy, and responsiveness across digitized HR workflows and requests (Siddique et al., 2025). In essence, HRIS serves as a centralized hub for managing HR processes by combining task automation, real-time data access, integrated communication tools, and reporting/analytics capabilities that support both administrative and strategic HR decisions (Valcik et al., 2021).

HRIS represents a specialized application of information technology within the human resource management function. As organizations increasingly adopted information technology to improve operational efficiency, communication, data management, and decision-making, HR departments also began integrating digital systems into HR processes (Johnson et al., 2020). Consequently, HRIS emerged as a technology-enabled platform designed to automate, integrate, and support HR activities such as recruitment, payroll administration, performance management, training, and employee record management (Raja et al., 2025).

The integration of information technology into HRM has transformed traditional personnel management into a more strategic, data-driven function that enables organizations to manage human capital more efficiently and effectively (Johnson et al., 2020). In this regard, HRIS facilitates the automation and integration of key HR functions such as recruitment, training, performance appraisal, payroll, and employee records management, thereby improving accuracy, timeliness, and decision-making quality (Valcik et al., 2021). As HR roles increasingly shift from administrative support to strategic partnership, HRIS has become a central infrastructure that supports performance management, talent development, and employee engagement. The evolution of HRIS, from basic record-keeping systems to integrated, analytics-driven platforms, underscores its growing significance in aligning employee performance with organizational strategy (Johnson et al., 2020).

Despite growing interest in HRIS, existing literature reveals several themes, contradictions, and gaps that justify further empirical investigation. Studies consistently suggest that HRIS can enhance aspects of employee performance management by improving appraisal accuracy, feedback mechanisms, career development and retention (Savitri et al., 2024). However, evidence on the direct and consistent influence of HRIS on broader organizational as well as employee performance outcomes remains mixed. For instance, although Mushumba and Nyirenda (2024)

found that HRIS functions resulted in a better administrative efficiency in a military context, these improvements did not translate into statistically significant gains in overall organizational performance. Conversely, Ondimu et al. (2024) reported positive effects of specific HRIS components, such as e-performance appraisal and e-recruitment, on the performance of employees in a Kenyan public utility though other components like e-training showed limited impact unless when they are closely aligned with job needs. Furthermore, meta-analysis reviews indicate substantial theoretical support for the HRIS-performance relationship but highlight a lack of robust empirical validation across diverse sectors and contexts, particularly in developing economies (Raja et al., 2025). Notably, there are scant studies focusing on HRIS effectiveness dimensions, such as system usability, system integration, and information quality, and their influence on employee performance in manufacturing companies operating in Kenya. This study, was therefore, important in bridging these contextual and empirical gaps by examining how HRIS effectiveness shapes employee performance in Kenya's manufacturing industry.

1.1.1 Human Resource Information Systems Effectiveness

Human Resource Information Systems (HRIS) have been conceptualized in the literature as technology-enabled systems designed to support, automate, and integrate human resource management functions such as recruitment, payroll, training, employee records management, and performance management (Johnson et al., 2020; Valcik et al., 2021). Beyond basic administrative support, HRIS are increasingly viewed as strategic organizational tools that enhance decision-making, operational efficiency, workforce coordination, and organizational performance (Wandhe, 2020). Consequently, scholars have increasingly examined HRIS effectiveness, which refers to the extent to which HRIS successfully supports HR functions, improves information management, and contributes to employee and organizational outcomes.

HRIS effectiveness has been conceptualized in the literature as the extent to which an HRIS successfully supports HR functions, enhances decision-making, and contributes to individual and organizational outcomes (Wandhe, 2020). Scholars generally view HRIS effectiveness as a multidimensional construct that goes beyond mere system availability to encompass system and information quality, user satisfaction, and the system's impact on performance outcomes (Johnson et al., 2020; Valcik et al., 2021). Drawing from the Information Systems Success Model by DeLone and McLean (2003), HRIS effectiveness is often assessed through dimensions such as system

quality, information quality, use, and net benefits, which collectively determine whether an information system delivers value to users and organizations.

Other theoretical perspectives, including the Technology Acceptance Model (TAM), also provide useful insights into HRIS effectiveness. TAM proposes that users' acceptance and utilization of technology are influenced by perceived usefulness, perceived ease of use, attitudes toward using the technology, behavioral intention to use, and actual system usage (Menant et al., 2021). Within HRIS contexts, these factors influence whether employees and HR practitioners are willing to adopt and effectively utilize HRIS platforms in their daily work activities (Wandhe, 2020). Although the present study did not directly examine all TAM constructs, the model remains relevant because dimensions such as system usability are closely associated with perceived ease of use and user interaction with HRIS. The insights provided by TAM complement the DeLone and McLean Information Systems Success Model by emphasizing the importance of user interaction and acceptance in determining whether HRIS characteristics translate into meaningful organizational and employee outcomes.

Existing literature conceptualizes HRIS effectiveness as a multidimensional construct comprising technical, informational, and behavioral dimensions that collectively determine whether HRIS successfully supports organizational and employee outcomes (Johnson et al., 2020; Valcik et al., 2021). Prior studies have measured HRIS effectiveness using dimensions such as system quality, service quality, user satisfaction, perceived usefulness, ease of use, system reliability, accessibility, information quality, and behavioral intention to use (Menant et al., 2021; Siddique et al., 2025). These dimensions are largely derived from information systems theories such as the DeLone and McLean Information Systems Success Model and the Technology Acceptance Model, both of which emphasize that effective information systems must not only function technically but must also support positive user experiences and meaningful organizational outcomes (Mandayuni et al., 2025).

In the current study, the independent variable was Human Resource Information Systems effectiveness rather than the mere existence or adoption of HRIS. The study specifically focused on evaluating how effective characteristics of HRIS, namely system usability, system integration, and information quality, influence employee performance. Accordingly, the study did not examine

whether organizations had adopted HRIS, but rather whether the HRIS in use effectively supported employee and organizational functions.

Empirical studies demonstrate that HRIS effectiveness is reflected through a broad range of indicators that capture both technical and behavioral outcomes of system use (Matimbwa et al., 2021; Siddique et al., 2025). These indicators include high user adoption and utilization rates, system reliability and stability, robust security and data integrity mechanisms and strong integration capabilities with other enterprise systems such as finance, production, and supply chain platforms (Siddique et al., 2025). Additional dimensions include data accuracy and consistency, real-time reporting and analytics, completeness and accessibility of HR information, and the extent to which HRIS enables employee self-service and automates routine HR tasks (Raja et al., 2025). Strategic outcomes such as improved workforce planning, enhanced performance monitoring, and data-driven decision-making are also commonly used to assess HRIS effectiveness (Siddique et al., 2025).

Despite the availability of numerous HRIS effectiveness dimensions in existing literature, this study specifically focused on system usability, system integration, and information quality because these dimensions directly capture the operational, technical, and informational characteristics of HRIS that influence employee interaction and organizational workflow effectiveness (Kumala; 2015; Valcik et al., 2021). Prior theories such as the Technology Acceptance Model (TAM) also emphasize experiential and behavioral dimensions including perceived usefulness, attitudes toward technology use, behavioral intention to use, and actual system usage (Menant et al., 2021). However, the present study prioritized dimensions that reflect the functional performance of HRIS within organizational settings rather than users' psychological or behavioral intentions toward technology adoption. Additionally, system usability partially captures experiential aspects associated with perceived ease of use and user interaction emphasized in TAM (Mandayuni et al., 2025). The selected dimensions were therefore considered most appropriate for evaluating HRIS effectiveness within listed manufacturing companies where operational coordination, information accuracy, and integrated workflows are critical for employee performance.

System usability refers to the degree to which an HRIS is user-friendly and easy to learn, enabling employees to complete HR-related tasks with minimal effort and errors (Pratama et al., 2022). Liquigan and Javier (2024) reported that a usable HRIS reduces cognitive load, minimizes

resistance to system adoption, and enhances user satisfaction, which in turn encourages consistent and effective system use. From a performance perspective, high system usability allows employees to access HR services such as leave management, performance appraisals, and training modules efficiently, thereby reducing time wastage and frustration (Pratama et al., 2022). This enhanced interaction with HR processes allows employees to concentrate more on their primary duties, thereby improving individual productivity and the quality of their work. In this study, system usability was measured using ease of navigation, clarity of system interface, and ease of learning and use (Liquigan & Javier, 2024).

System integration refers to the extent to which the HRIS is interconnected with other internal organizational systems and databases in order to enable seamless data flow and coordinated HR processes (Prasad, 2021). An integrated HRIS supports employee performance by ensuring that HR information is consistent across departments and aligned with operational systems such as payroll, finance, production planning, and performance management platforms (Valcik et al., 2021). This integration reduces data duplication, minimizes errors, and enhances coordination between HR and line functions, which is particularly critical in manufacturing firms with complex workflows. By providing a unified view of employee data, system integration enables timely decision-making, accurate performance tracking, and effective resource allocation (Wandhe, 2020). In this study, the indicators used to measure system integration included compatibility with other enterprise systems, real-time data sharing across departments, and the extent of process alignment enabled by the HRIS (Valcik et al., 2021).

Information quality refers to the degree to which HRIS-generated information is accurate, complete, relevant, and timely for users' needs (Kautsar & Muslichah, 2022). High-quality HR information supports employee performance by enabling informed decision-making, effective performance planning, and fair evaluation processes. When employees and managers trust the accuracy and relevance of HR data, they are more likely to rely on the system for performance-related decisions, training needs assessment, and career development planning (Shamila, 2023). Conversely, poor information quality can undermine confidence in HRIS and negatively affect performance outcomes. In this study, information quality was measured using accuracy of HR records, timeliness of information updates, and relevance of HR reports to employee job requirements and performance objectives (Unggu et al., 2025).

1.1.2 Employee Performance

Employee performance has been widely defined in the literature as the degree to which an employee successfully fulfills job-related duties and contributes to organizational goals through behaviors and outcomes that are aligned with role expectations (Aswar & Julianto, 2025). Early conceptualizations emphasized output-oriented measures such as productivity and efficiency whereas contemporary perspectives adopt a behavioral approach that views performance as a set of observable actions under an employee's control that contribute to organizational effectiveness (Albrecht et al., 2021). Scholars commonly distinguish between in-role behaviors and extra-role behaviors and recognize that performance extends beyond task completion to include discretionary contributions that support the organizational environment (Bawonga et al., 2025). Theoretical foundations of employee performance are anchored in frameworks such as Goal-Setting Theory, which links clear objectives and feedback to improved performance; Expectancy Theory, which emphasizes motivation and perceived rewards; and Social Exchange Theory, which explains how supportive organizational systems encourage reciprocal positive performance behaviors (Eli, 2024). In the current study, employee performance was conceptualized as the extent to which employees effectively execute core job tasks, contribute positively to the work environment, and adapt to changing work demands, reflecting both individual effectiveness and organizational value creation (Latham, 2023).

Existing empirical evidence suggests that employee performance is a complex, multidimensional construct that includes diverse indicators and behavioral manifestations (Asgari, 2021; Eli, 2024). The commonly cited dimensions include task performance that focuses on the execution of core job duties; contextual performance that captures supportive behaviors such as cooperation, commitment, and organizational citizenship; and adaptive performance that reflects employees' ability to respond to change, learn new skills, and handle uncertainty (Asgari, 2021). Additional indicators include efficiency and productivity levels, quality and accuracy of work output, technical competence and job-related knowledge, creativity and innovation in problem-solving, responsibility and reliability, and work engagement (Eli, 2024). Conversely, counterproductive work behaviors, such as absenteeism, lateness, and intentional work avoidance, are considered negative indicators that detract from overall performance (Jalagat, 2016).

This study adopted task performance, contextual performance, and adaptive performance as the key dimensions for measuring employee performance. Task performance was selected because it directly reflects employees' effectiveness in executing core manufacturing-related responsibilities, such as meeting production targets, adhering to quality standards, and completing assigned duties efficiently (Aswar & Julianto, 2025). Contextual performance was included due to its importance in manufacturing environments that rely heavily on teamwork, coordination, and compliance with organizational procedures to maintain operational continuity (Asgari, 2021). Adaptive performance was relevant in the current context of technological advancement and effective HRIS implementation since employees need to adjust to new digital systems, work processes, and performance management practices (Latham, 2023).

1.1.3 Listed Manufacturing Companies in Kenya

Manufacturing companies are organizations engaged in the transformation of raw materials into finished or semi-finished goods through industrial processes, machinery, and labor for sale in domestic and international markets (State Department for Investment Promotion, 2025). In Kenya, manufacturing firms operate across subsectors such as food and beverages, cement, chemicals, textiles, pharmaceuticals, and building materials. Listed manufacturing companies are publicly traded entities whose shares are quoted on the Nairobi Securities Exchange (NSE) and are regulated by institutions including the Capital Markets Authority (CMA), the NSE, and other sector-specific regulatory bodies. The manufacturing sector is a key driver of Kenya's economic development, contributing significantly to gross domestic product, employment creation, export earnings, and industrialization goals outlined in national development frameworks such as Vision 2030 and the industrialization agenda (State Department for Investment Promotion, 2025). This study focuses on the ten listed manufacturing companies in Kenya, which collectively represent large, structured, and capital-intensive firms with formalized HR systems, and which constitute the population for the research.

Examining the relationship between HRIS effectiveness and employee performance within listed manufacturing companies is necessary due to persistent employee performance challenges facing the sector and the increasing strategic importance of human capital management (Njeru & Muchelule, 2024). Despite its economic significance, Kenya's manufacturing sector has continued to experience challenges related to low labor productivity, skills mismatches, weak employee

engagement, and inconsistent performance outcomes (Mutegi et al., 2023). Poor employee performance in manufacturing firms manifests through inefficiencies, quality defects, absenteeism, and limited adaptability to technological and process changes, all of which undermine competitiveness in both local and global markets (Keino et al., 2025). As manufacturing operations become more complex and technology-driven, firms are increasingly adopting HRIS to improve workforce planning, performance management, and decision-making (Valcik et al., 2021). However, empirical evidence on whether and how HRIS effectiveness translates into improved employee performance within the Kenyan manufacturing context remains limited. This study is therefore important in generating sector-specific insights that can guide manufacturing firms in leveraging HRIS more effectively to enhance employee performance, operational efficiency, and overall industry competitiveness.

1.2 Statement of the Problem

Employee performance remains a critical determinant of organizational productivity, operational efficiency, and competitiveness, particularly within manufacturing firms where workforce coordination, production efficiency, and quality management are essential for organizational success (Latham, 2023). Despite the strategic importance of Kenya's manufacturing sector to industrialization and economic growth, many manufacturing firms continue to experience employee performance challenges reflected in low productivity, workforce inefficiencies, weak employee engagement, absenteeism, and limited adaptability to changing operational and technological demands (Mutegi et al., 2023; Keino et al., 2025). These challenges are particularly significant among listed manufacturing firms because such firms operate within highly competitive, capital-intensive, and performance-driven environments that require integrated HR systems, regulatory compliance, efficient workforce management, and continuous operational coordination.

In response to these workforce management challenges, many organizations have increasingly adopted Human Resource Information Systems (HRIS) to improve HR efficiency, workforce coordination, performance management, and data-driven decision-making. However, existing literature suggests that the mere adoption of HRIS does not necessarily translate into improved employee performance outcomes. While some studies report positive associations between HRIS dimensions and employee performance, other studies indicate that HRIS may influence

performance indirectly through mechanisms such as user satisfaction, perceived usefulness, organizational support, or system utilization (Mushumba & Nyirenda, 2024; Ondimu et al., 2024). Consequently, existing findings regarding the relationship between HRIS effectiveness and employee performance remain theoretically and empirically inconsistent.

Additionally, prior studies have largely focused on general HRIS adoption, organizational performance outcomes, or non-manufacturing contexts, with limited attention given to specific HRIS effectiveness dimensions such as system usability, system integration, and information quality within listed manufacturing firms in Kenya. Existing studies have also predominantly examined public sector institutions, SMEs, and non-listed organizations, thereby limiting the contextual applicability of findings to listed manufacturing firms characterized by formalized HR structures, integrated operational systems, and higher technological demands. Furthermore, limited empirical evidence exists regarding whether HRIS effectiveness dimensions directly influence multidimensional employee performance within the Kenyan manufacturing context.

This study therefore sought to examine the influence of HRIS effectiveness, operationalized through system usability, system integration, and information quality, on employee performance within listed manufacturing companies in Kenya in order to address the identified conceptual, contextual, and empirical gaps.

1.3 General Objective of the Study

The general objective of this study was to examine the influence of Human Resource Information Systems (HRIS) effectiveness on employee performance in listed manufacturing companies in Kenya.

1.3.1 Specific objectives of the Study

The following were the specific objectives of the study:

- i. To examine the influence of system usability of HRIS on employee performance in listed manufacturing companies in Kenya.
- ii. To examine the influence of system integration of HRIS on employee performance in listed manufacturing companies in Kenya.

- iii. To examine the influence of information quality of HRIS on employee performance in listed manufacturing companies in Kenya.

1.4 Research Questions

- i. What is the influence of system usability of HRIS on employee performance in listed manufacturing companies in Kenya?
- ii. What is the influence of system integration of HRIS on employee performance in listed manufacturing companies in Kenya?
- iii. What is the influence of information quality of HRIS on employee performance in listed manufacturing companies in Kenya?

1.5 Scope of the Study

This study's scope was on investigating the influence of HRIS effectiveness on employee performance within listed manufacturing companies in Kenya. In terms of conceptual scope, the study focused on HRIS effectiveness as the independent variable, operationalized through system usability, system integration, and information quality, and employee performance as the dependent variable, which was measured using task performance, contextual performance, and adaptive performance. Although prior literature suggests that the relationship between HRIS effectiveness and employee performance may be influenced by additional organizational, behavioral, or contextual factors, the present study specifically focused on examining the direct relationships between selected HRIS effectiveness dimensions and employee performance within listed manufacturing firms in Kenya. This approach was adopted to maintain conceptual focus and methodological parsimony while generating empirical evidence on the core HRIS effectiveness dimensions most directly associated with employee performance outcomes. With regard to context, the study was confined to manufacturing firms listed on the Nairobi Securities Exchange, which reflects organizations with relatively advanced structures and formalized HR systems. Geographically, the study was limited to Kenya.

The population of the study comprised the ten listed manufacturing companies in Kenya, with HR practitioners serving as the respondents due to their direct involvement in HRIS implementation and employee performance management. HR practitioners were considered appropriate respondents because they are directly involved in HRIS administration, employee performance

monitoring, workforce planning, and HR decision-making processes within organizations. However, the study relied on HR practitioners' perceptions of employee performance rather than direct employee self-assessments or objective performance records. Consequently, the findings primarily reflect organizational and managerial perspectives regarding employee performance outcomes within the studied firms. In terms of methodological scope, the study adopted a quantitative framework and applied a descriptive cross-sectional design to capture data at a single time point. Data collection is planned to take place between March and April 2026, which defined the time scope for the study.

1.6 Significance of the study

1.6.1 Significance to Policymakers

The findings of this study are significant to policymakers who are responsible for labor, industrial development, and digital transformation can use the study's insights to formulate and refine policies that promote the adoption and effective utilization of HRIS. In particular, the results can inform guidelines and incentives aimed at strengthening digital HR infrastructure in order to enhance workforce efficiency, and support data-driven human capital management in listed manufacturing firms. The findings of the current study may support evidence-based policymaking focused on improving labor productivity, competitiveness, and sustainable growth in Kenya's manufacturing sector.

1.6.2 Significance to Practitioners

The findings of this study are significant to HR and management practitioners in listed manufacturing companies by providing practical insights into how effective HRIS can be leveraged to enhance employee performance. In this regard, HR managers can use the evidence generated from the current study to refine system design, user training, and integration strategies to support efficient HR operations and performance management. Additionally, the study might assist practitioners in aligning HRIS functionality with organizational performance objectives to enable more informed decision-making, improved workforce planning, and stronger employee support mechanisms within manufacturing environments.

1.6.3 Significance to Academicians and Scholars

The study is significant to academicians and scholars by contributing to the growing body of knowledge on HRIS and employee performance, particularly within developing economy and manufacturing sector contexts. The study extends theoretical application of information systems and HRM frameworks, such as the DeLone and McLean IS Success Model, within a Kenyan manufacturing setting. The findings also addressed the existing conceptual and contextual gaps by providing sector-specific evidence from listed manufacturing companies, which remain underrepresented in prior research. Furthermore, the study offered a reference for future researchers interested in HRIS effectiveness and employee performance relationships in other sectors or contexts.

1.7 Chapter Summary

Chapter One introduced the study by outlining the background of the study, problem statement, objectives and research questions. The chapter also presented the scope and significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of both theoretical and empirical literature examining the relationship between HRIS effectiveness and employee performance. In addition, the chapter discusses the knowledge gaps in the existing literature and presents the conceptual framework as well as the operationalization of study variables.

2.2 Theoretical Framework

This study was underpinned by the DeLone and McLean Information Systems Success Theory (DeLone & McLean, 1992) and Campbell's Job Performance Theory (Campbell, 1990). The Information Systems Success Theory served as the primary theoretical foundation for explaining HRIS effectiveness, while Job Performance Theory complemented the study by providing a behavioral framework for understanding employee performance outcomes. Specifically, the Information Systems Success Theory informed the conceptualization of HRIS effectiveness dimensions such as system usability, system integration, and information quality, whereas Job Performance Theory provided theoretical grounding for the multidimensional nature of employee performance, particularly task performance, contextual performance, and adaptive performance.

2.2.1 Information Systems Success Theory

The DeLone and McLean Information Systems Success Theory was proposed by DeLone and McLean (1992) and later updated in 2003 to address empirical and conceptual advancements in information systems research. The theory posits that the success or effectiveness of an information system is determined through six interrelated dimensions, which are system quality, information quality, service quality, system use (or intention to use), user satisfaction, and net benefits (DeLone & McLean, 2003). The model proposes that high-quality systems and information enhance system use and user satisfaction, which in turn generate positive net benefits at individual and organizational levels, such as improved productivity, efficiency, and performance.

Despite its widespread adoption, the DeLone and McLean theory has both notable strengths and limitations. A major strength of the theory lies in its comprehensive and integrative framework, which synthesizes technical, informational, and behavioral aspects of information systems success. Its adaptability across different organizational and technological contexts has contributed to its extensive empirical validation (Mudzana & Maharaj, 2015). However, the model has been critiqued for its ambiguity regarding causal relationships among constructs, particularly the reciprocal relationship between system use and user satisfaction (Abdulkareem & Mohd Ramli, 2021). Additionally, critics argue that the broad “net benefits” construct may lack specificity and that the model does not sufficiently account for contextual factors such as organizational culture or user competencies, which may influence system effectiveness (Mudzana & Maharaj, 2015).

In relation to the current study, the DeLone and McLean Information Systems Success Theory provides a strong theoretical foundation for conceptualizing HRIS effectiveness. Specifically, system usability and system integration are aligned with the system quality dimension since they reflect the technical performance, ease of use and interoperability of HRIS platforms. Information quality variable directly corresponds to the information quality dimension of the theory and, emphasizes accuracy, timeliness, and relevance of HR data generated by the system (Abdulkareem & Mohd Ramli, 2021). Through these dimensions, the theory explains how effective HRIS characteristics enhance system use and user satisfaction among HR practitioners, ultimately lead to improved employee performance, thereby directly informing the independent variables of the study

2.2.2 Job Performance Theory

Job Performance Theory was advanced by Campbell (1990) as a framework for understanding individual performance at work. The theory conceptualizes job performance as observable and measurable behaviors that contribute to organizational goals, rather than outcomes alone. This theory proposes that performance is multidimensional and is influenced by three primary determinants: declarative knowledge (understanding of facts and principles), procedural knowledge and skills (ability to perform tasks), and motivation (choice, effort, and persistence of behavior) (Campbell, 1990). Campbell’s theory identifies several performance components, which have since been commonly operationalized into task performance, contextual performance, and adaptive performance, capturing core job duties, extra-role behaviors that support the

organizational environment, and the ability to respond effectively to change, respectively (Campbell & Wiernik, 2015).

A key strength of Job Performance Theory lies in its behavioral focus and multidimensional structure, which according to Sandall et al. (2022), provides a robust and theoretically grounded basis for measuring employee performance across different roles and contexts. The theory moves beyond narrow productivity metrics by incorporating contextual and adaptive aspects of performance, thus, makes it particularly relevant in dynamic and technology-driven work environments (Katebi et al., 2022). Theory has also been validated in empirical research (Tufuor & Servoh, 2022). However, the job performance theory has been critiqued for its complexity and measurement challenges since distinguishing between performance behaviors and outcomes can be difficult in practice (Katebi et al., 2022).

The DeLone and McLean Information Systems Success Theory and Job Performance Theory complement each other in this study by providing a cohesive framework linking HRIS effectiveness to employee performance outcomes. The Information Systems Success Theory explains how technical and informational characteristics of HRIS, such as system usability, system integration, and information quality, influence system use and user satisfaction, thus, establish a theoretical basis for the independent variables. Job Performance Theory, in turn, provides a behavioral lens for understanding the dependent variable by conceptualizing employee performance across task, contextual, and adaptive dimensions. Together, the two theories create a logical chain where effective HRIS attributes enable better system adoption and data management, which supports HR practitioners in facilitating improved employee behaviors and performance outcomes.

The integration of the DeLone and McLean Information Systems Success Theory and Job Performance Theory was considered appropriate because the two theories explain different but interconnected aspects of the study phenomenon. The Information Systems Success Theory explains how HRIS effectiveness is achieved through system quality and information quality characteristics that enhance system functionality, usability, and organizational value. However, the theory provides limited explanation regarding how these technological and informational benefits translate into actual employee behavioral outcomes (Mudzana & Maharaj, 2015). Job Performance Theory complements this limitation by explaining employee performance as a multidimensional

behavioral construct influenced by organizational systems, resources, and work environments (Katebi et al., 2022). Consequently, combining the two theories creates a more comprehensive explanatory framework in which effective HRIS characteristics are viewed as organizational enablers that may support improved employee task performance, contextual performance, and adaptive performance.

Although the DeLone and McLean Information Systems Success Theory and Job Performance Theory originate from different theoretical orientations, the present study considered them conceptually compatible because they operate at different but interconnected levels of analysis. The Information Systems Success Theory adopts a system-centric perspective by explaining how technological and informational characteristics of HRIS generate organizational value through effective system functionality, usability, and information quality. In contrast, Job Performance Theory adopts a behavior-centric perspective by explaining how employee behaviors, capabilities, and work-related actions contribute to performance outcomes (Katebi et al., 2022). The present study reconciled these perspectives by conceptualizing HRIS effectiveness as an organizational enabling mechanism that shapes the work environment within which employee behaviors and performance outcomes occur. Accordingly, effective HRIS characteristics are viewed not as direct substitutes for employee effort or motivation, but as organizational resources that facilitate communication, coordination, decision-making, information access, and workflow efficiency, which may subsequently support improved employee task, contextual, and adaptive performance (Mudzana & Maharaj, 2015).

2.3 Empirical Review

This section reviews existing studies that focus on the relationship between system the independent variables (system usability, system integration, and information quality) and the employee performance.

2.3.1 System Usability and Employee Performance

System usability refers to the extent to which an information system is easy to learn, intuitive to use, and efficient in supporting users' work tasks (Pratama et al., 2022). Within the DeLone and McLean Information Systems Success Theory, usability is embedded under system quality and reflects characteristics such as ease of use, response time, accessibility, and user-friendly

interfaces, which influence system use and user satisfaction (Liquigan & Javier, 2024). In organizational settings, particularly manufacturing firms, system usability is critical because HRIS users often operate under time pressure and require seamless interaction with systems to manage workforce data, production-related staffing, and compliance requirements (Pratama et al., 2022). In manufacturing contexts where operational efficiency and coordination are paramount, a usable HRIS enables HR practitioners to perform tasks accurately and promptly, thereby indirectly supporting employee performance through improved HR service delivery, planning, and decision-making (Liquigan & Javier, 2024).

Empirical studies consistently demonstrate a positive association between system usability (often operationalized as system quality or ease of use) and performance outcomes, although the focus has largely been on organizational or user performance rather than employee performance per se. Studies in public sector and service-oriented contexts, such as Amiri and Sangar (2024) and Shamila (2023), report that system quality attributes, including usability-related features, positively influence organizational and employee performance. Similarly, Balić et al. (2022) found that ERP system quality contributes to improved non-financial and financial performance, though technical system characteristics were less influential compared to information-related attributes. These findings suggest broad agreement that usable systems enhance performance outcomes, particularly by improving efficiency and reducing administrative burden.

However, notable inconsistencies emerge regarding the direct impact of system usability on employee performance. Although some studies report significant direct effects (Shamila, 2023; Wibowo et al., 2021), others reveal indirect or insignificant relationships unless mediated by perceived usefulness or satisfaction. For instance, Unggu et al. (2025) and Saputra et al. (2023) found that system quality did not directly influence employee performance but operated through mediating variables such as perceived usefulness, ease of use, or user satisfaction. These mixed findings suggest that usability alone may be insufficient to drive performance unless users perceive the system as valuable and relevant to their job roles. This inconsistency highlights an unresolved debate in the literature regarding whether system usability exerts a direct or contingent effect on performance.

From a conceptual perspective, prior studies display notable gaps. First, many studies examine information systems broadly, such as enterprise resource planning (ERP) systems, health

information systems (HIS), maintenance systems, correctional databases, rather than HRIS specifically, which limits their applicability to HR-related decision-making contexts (Balić et al., 2022; Chirchir et al., 2019; Saputra et al., 2023). Second, system usability is often subsumed under system quality without explicit focus on HR practitioners as primary users, despite their strategic role in managing employee performance. Third, several studies operationalize performance at the organizational level or as general user performance rather than multidimensional employee performance outcomes aligned with task, contextual, and adaptive performance dimensions.

Contextual gaps are also evident. Most existing studies were conducted outside Kenya and largely within public sector, education, health, or municipal settings (Amiri & Sangar, 2024; Shamila, 2023; Wibowo et al., 2021; Unggu et al., 2025). Even a Kenyan study by Chirchir et al. (2019) focused on health information systems rather than HRIS and examined system users broadly rather than HR practitioners in manufacturing firms. Given the unique operational intensity, regulatory demands, and workforce structures of the manufacturing sector, findings from these contexts may not be directly transferable to listed manufacturing companies in Kenya, where HRIS adoption maturity and performance expectations differ.

Methodologically, prior studies employ diverse research designs, including mixed methods, case studies, and structural equation modeling with mediation effects (Amiri & Sangar, 2024; Oktaviannur & Kindiasari, 2024; Saputra et al., 2023). While these approaches provide rich insights, they limit comparability and generalizability, particularly for studies aiming to establish direct relationships between system usability and employee performance. Additionally, some studies rely on relatively small or specialized samples, such as ICT experts or technical staff, rather than HR practitioners responsible for HRIS utilization and performance monitoring (Amiri & Sangar, 2024; Unggu et al., 2025). Few studies adopt a descriptive cross-sectional design focused on HR professionals within a clearly defined organizational population, such as listed manufacturing firms, with most prior research examining public sector or technical environments rather than HR departments in manufacturing contexts (Balić et al., 2022; Saputra et al., 2023).

Although most prior studies report positive associations between system usability and employee or organizational outcomes, the findings should be interpreted cautiously due to important methodological and contextual differences across studies (Pratama et al., 2022; Liquigan & Javier, 2024). Many studies relied heavily on self-reported perceptual measures collected through cross-

sectional designs, which may increase the likelihood of common method bias and perceptual inflation of relationships (Menant et al., 2021). Additionally, several reviewed studies were conducted within ERP systems, educational institutions, healthcare systems, and public sector organizations whose operational structures, technological environments, and workforce dynamics differ substantially from listed manufacturing firms (Prasad, 2021; Wandhe, 2020). Such contextual differences may influence how system usability affects employee performance because manufacturing environments typically involve integrated workflows, operational coordination pressures, and technology-intensive processes (Valcik et al., 2021). Furthermore, differences in theoretical orientation, particularly between technology acceptance perspectives and information systems success models, may partly explain variations in findings regarding the influence of system usability on performance outcomes (Mandayuni et al., 2025). Consequently, existing evidence remains insufficient for explaining how HRIS system usability specifically influences employee performance within listed manufacturing firms in Kenya.

In summary, while existing literature provides substantial evidence that system usability is an important determinant of performance outcomes, significant conceptual, contextual, and methodological gaps remain. Prior studies rarely focus on HRIS usability, seldom examine manufacturing firms, and inconsistently link usability to multidimensional employee performance. Moreover, the reliance on non-Kenyan contexts and alternative methodological designs limits the applicability of existing findings to listed manufacturing companies in Kenya. The current study addressed these gaps by explicitly examining system usability as a dimension of HRIS effectiveness, focusing on HR practitioners in listed manufacturing companies, and adopting a descriptive cross-sectional design to assess its influence on employee performance.

2.3.2 System Integration and Employee Performance

System integration refers to the extent to which different information system modules and organizational applications are seamlessly connected to enable consistent data flow, interoperability, and coordinated processes across functional units (Amiri & Sangar, 2024). According the DeLone and McLean Information Systems Success Theory, system integration is a critical attribute of system quality that enhances system use, information consistency, and decision effectiveness (Handayani et al., 2025). In the context of HRIS, system integration enables the linkage of HR functions such as recruitment, payroll, training, and performance management with

other enterprise systems including finance and production. In manufacturing firms, where operations depend on synchronized workflows, integrated HRIS supports workforce planning, labor cost control, compliance, and coordination between HR and production units, thereby creating conditions that can enhance employee performance (Mushumba & Nyirenda, 2024).

Empirical literature generally supports a positive relationship between system integration and performance outcomes, though the level and nature of impact vary across contexts. Studies focusing on organizational and operational performance, such as Okeyo (2018), Amiri and Sangar (2024), and Meteur et al. (2023), consistently report that integrated information systems improve efficiency, coordination, and performance outcomes. These studies emphasize that integration reduces data duplication, enhances cross-departmental communication, and supports timely decision-making. Similarly, Kamau (2022) found that integrated information systems enable better information sharing and operational efficiency, contributing to improved firm performance. Collectively, these findings suggest that system integration is a foundational capability for performance improvement.

Despite this broad consistency, controversies emerge regarding the direct versus conditional effects of system integration on employee performance. While Akilo and Adegbuaro (2021) reported a significant positive influence of functional integration on employee performance in private universities, other studies suggest that integration alone does not guarantee improved individual performance unless supported by complementary organizational capabilities. For instance, Liao et al. (2023) demonstrated that IS adoption and integration only translate into performance gains when mediated by absorptive capacity and organizational capabilities. Similarly, Li and Sandino (2017) found that information-sharing systems improved creative performance only under specific usage conditions, indicating that the benefits of integration are context-dependent rather than automatic. These findings introduce debate on whether system integration exerts a universal or contingent effect on employee performance.

Conceptually, prior studies exhibit notable gaps. First, many studies operationalize system integration broadly at the enterprise or functional level (financial, procurement, marketing systems) rather than focusing specifically on HRIS integration (Okeyo, 2018; Kamau, 2022). Second, several studies measure performance at the organizational or operational level, neglecting employee performance as a distinct outcome variable (Amiri & Sangar, 2024; Meteur et al., 2023).

Even where employee performance is examined, the dimensions are often unspecified or treated as a unidimensional construct rather than being aligned with task, contextual, and adaptive performance. As such, the linkage between HRIS integration and multidimensional employee performance remains underexplored.

Contextual gaps are equally evident. A significant proportion of prior studies were conducted outside Kenya or outside the manufacturing sector, including studies in Iran (Amiri & Sangar, 2024), Nigeria (Akilo & Adegbuaro, 2021), Indonesia (Handayani et al., 2025), the United States (Liao et al., 2023), and the retail sector (Li & Sandino, 2017). Even Kenyan studies tend to focus on public sector entities, SMEs, or logistics firms rather than listed manufacturing companies (Okeyo, 2018; Kamau, 2022; Meteor et al., 2023). Given the capital-intensive nature, regulatory environment, and complex production systems of listed manufacturing firms, findings from these contexts may not be directly generalizable to the Kenyan manufacturing sector.

In terms of methodological gaps, existing studies display substantial variation in research designs, including qualitative case studies (Handayani et al., 2025), experiments (Li & Sandino, 2017), mixed methods (Okeyo, 2018), and advanced modeling approaches such as SEM (Amiri & Sangar, 2024; Meteor et al., 2023). While these approaches offer depth, they limit comparability and often focus on technical staff, managers, or ICT experts rather than HR practitioners who are the primary users of HRIS and custodians of employee performance data. Few studies adopt a descriptive cross-sectional design centered on HR professionals within a clearly defined organizational population, such as listed manufacturing companies, which creates a methodological gap that constrains sector-specific insights.

The reviewed studies generally suggest that system integration improves organizational coordination, information sharing, and operational efficiency (Valcik et al., 2021; Prasad, 2021). However, the empirical evidence remains contextually fragmented because many studies examined integration within enterprise resource planning systems, accounting information systems, healthcare systems, and public institutions rather than HRIS environments within manufacturing firms (Johnson et al., 2020; Wandhe, 2020). Variations in organizational size, technological sophistication, infrastructure capacity, and operational complexity may significantly influence the effectiveness of system integration across contexts (Raja et al., 2025). Additionally, several studies focused primarily on organizational-level outcomes rather than multidimensional

employee performance outcomes, thereby limiting direct applicability to the current study (Mushumba & Nyirenda, 2024). Methodologically, the dominance of quantitative cross-sectional designs also limits the ability to fully capture the dynamic and process-oriented nature of system integration effects over time (Ondimu et al., 2024). These contextual and methodological limitations suggest the need for further empirical investigation of HRIS system integration within listed manufacturing firms in Kenya.

In summary, whereas prior studies establish that system integration enhances organizational coordination and performance, significant gaps remain regarding its influence on employee performance through HRIS integration. Existing research is characterized by conceptual misalignment with HRIS-specific integration, contextual limitations outside Kenyan manufacturing, and methodological diversity that limits generalizability. The present study addressed these gaps by examining HRIS system integration as a distinct dimension of HRIS effectiveness, focusing on employee performance within listed manufacturing companies in Kenya, and employing a descriptive cross-sectional design that targets HR practitioners.

2.3.3 Information Quality and Employee Performance

Information quality denote to the degree to which information produced by an information system is accurate, complete, timely, relevant, and understandable for decision-making purposes (Amiri & Sangar, 2024). The Information Systems Success Theory designates information quality as a core dimension of system success, alongside system quality and service quality, and is theorized to influence system use, user satisfaction, and ultimately individual and organizational performance (Abrego Almazán et al., 2017). According to Lisa and Ardianto (2023), high-quality information enables users to make informed, consistent, and timely decisions, reduces uncertainty, and enhances task execution. In the manufacturing where operations are characterized by tight production schedules, inventory control, compliance requirements, and workforce coordination, information quality within HRIS is particularly critical. Johnson et al. (2020) argues that accurate and timely HR information supports workforce planning, skills deployment, attendance management, and performance monitoring, thereby creating conditions under which employee performance can be enhanced.

Empirical studies generally acknowledge the importance of information quality, though their findings regarding its direct influence on employee performance are mixed. At an organizational level, studies such as Abrego Almazán et al. (2017) demonstrate that information quality significantly contributes to organizational performance in small and medium sized enterprises (SMEs) by improving decision-making and operational efficiency. Their findings suggest that firms that invest in high-quality information outputs achieve superior performance outcomes. However, the study focuses on overall organizational results rather than employee performance and examines SMEs in Mexico, limiting its applicability to manufacturing firms and individual-level outcomes. Similarly, Rahmayuni (2017) found that management information system quality significantly influenced employee performance in an educational institution, but the study treated information quality as part of a broader system quality construct rather than isolating its specific dimensions.

In contrast, several studies report that information quality does not exert a strong direct effect on employee performance but instead operates through mediating mechanisms such as user satisfaction or system use. Suroso et al. (2018), in their study on enterprise resource planning (ERP) implementation, found that while system quality had both direct and indirect effects on employee performance, information quality exhibited a negligible direct effect. Instead, its influence on performance was realized indirectly through user satisfaction and system use. Similar patterns emerge in Widiatmo et al. (2025), where information quality significantly enhanced HRIS effectiveness and user satisfaction but did not directly affect performance; performance improvements were achieved through the mediating roles of HRIS use and satisfaction. These findings align with the propositions of the DeLone and McLean model, which emphasizes indirect causal pathways rather than linear relationships.

However, other studies challenge the assumption that information quality consistently improves performance outcomes. Kautsar and Muslichah (2022) found that accounting information system quality had no significant effect on employee performance unless moderated by good corporate governance. This suggests that organizational context and governance structures may condition the effectiveness of high-quality information. Likewise, Lisa and Ardianto (2023) reported that information quality did not significantly influence user satisfaction or net benefits in an education data system, contradicting findings from studies that emphasize information quality as a key

success factor. These inconsistencies indicate that the role of information quality is neither uniform nor automatic across settings and systems.

Conceptually, prior studies display several gaps. First, many studies operationalize information quality broadly without disaggregating its dimensions (accuracy, completeness, timeliness, relevance, and clarity), making it difficult to determine which aspects matter most for employee performance (Rahmayuni, 2017; Abrego Almazán et al., 2017). Second, a significant proportion of studies examine outcomes such as organizational performance, net benefits, or system success rather than employee performance as a distinct dependent variable (Lisa & Ardianto, 2023; Rini et al., 2019). Even when employee performance is included, it is often treated indirectly or as an outcome mediated by satisfaction and system use (Suroso et al., 2018; Widiatmo et al., 2025). Consequently, the direct relationship between information quality and employee performance within HRIS contexts remains conceptually underdeveloped.

Contextual gaps have also been identified in the literature. Most reviewed studies were conducted outside Kenya and largely within public sector institutions, educational organizations, banks, or SMEs (Abrego Almazán et al., 2017; Kumala, 2015; Rini et al., 2019; Widiatmo et al., 2025). Kumala (2015) examined information quality within the Indonesian banking sector, while Lisa and Ardianto (2023) focused on educational institutions, and Chirchir et al. (2019) examined healthcare information systems within Kenya's public health sector. Manufacturing firms, particularly in developing economies such as Kenya, operate under distinct conditions, including production complexity, regulatory compliance, unionized labor, and technology heterogeneity. As a result, findings derived from public institutions or service-oriented organizations may not be directly transferable to the Kenyan manufacturing sector. The absence of empirical evidence from listed manufacturing companies in Kenya constitutes a significant contextual gap.

Methodologically, existing studies employ varied designs, including qualitative approaches (Suroso et al., 2018), explanatory and experimental designs (Li & Sandino, 2017; Abrego Almazán et al., 2017; Rini et al., 2019), and small purposive samples (Kautsar & Muslichah, 2022). While these methods offer analytical depth, they limit comparability and often focus on system operators, lecturers, or civil servants rather than HR professionals who directly utilize HRIS outputs for managing employee performance. Few studies adopt a descriptive cross-sectional design within a defined industrial sector, which in turn constrain generalizability and sector-specific insights.

Although prior literature generally associates information quality with improved decision-making and performance outcomes, existing findings remain theoretically and contextually diverse (Kautsar & Muslichah, 2022; Shamila, 2023). Several reviewed studies assume that accurate and timely information automatically translates into improved performance outcomes, yet such assumptions may overlook the influence of organizational culture, managerial interpretation, employee competencies, and system utilization practices (Unggu et al., 2025). Additionally, much of the reviewed evidence originates from accounting systems, healthcare information systems, educational systems, and public sector environments where information usage patterns and operational priorities may differ considerably from those of listed manufacturing firms (Johnson et al., 2020; Valcik et al., 2021). Differences in theoretical frameworks, particularly between technology-centered and behavior-centered perspectives, may also contribute to variations in empirical findings across studies (Mandayuni et al., 2025; Menant et al., 2021). Consequently, limited evidence exists regarding how HRIS information quality specifically influences employee performance within technologically integrated manufacturing environments in Kenya.

Overall, although existing literature confirms that information quality is a critical component of information system success, substantial gaps remain regarding its influence on employee performance through HRIS. Prior studies are characterized by conceptual ambiguity around information quality dimensions, contextual limitations outside Kenyan manufacturing, and methodological diversity that limits direct comparison. The present study addressed these gaps by examining information quality as a distinct HRIS dimension, focusing explicitly on employee performance within listed manufacturing companies in Kenya, and employing a descriptive cross-sectional research design that target HR practitioners.

2.4 Research Gaps

Although prior studies provide important insights into HRIS and organizational outcomes, the reviewed literature reveals several unresolved conceptual, contextual, and empirical issues that justify the present study. First, much of the existing evidence focuses broadly on HRIS adoption, enterprise systems, or organizational performance outcomes rather than examining specific HRIS effectiveness dimensions and their relationship with multidimensional employee performance outcomes (Johnson et al., 2020; Raja et al., 2025). Second, many reviewed studies were conducted within public sector institutions, SMEs, educational institutions, healthcare systems, and non-

manufacturing environments whose operational structures and technological demands differ substantially from listed manufacturing firms characterized by integrated workflows, capital-intensive operations, formalized HR systems, and greater technological complexity (Valcik et al., 2021; Wandhe, 2020).

Additionally, although quantitative cross-sectional designs dominate existing HRIS literature, prior studies have produced inconsistent findings regarding the relationship between HRIS-related system characteristics and employee performance outcomes (Mushumba & Nyirenda, 2024; Ondimu et al., 2024). These inconsistencies suggest that contextual conditions, system configurations, and organizational environments may shape HRIS effectiveness differently across sectors and organizational settings. Consequently, the contribution of the present study does not primarily arise from methodological novelty, but rather from its contextual specificity, integrated examination of HRIS effectiveness dimensions, and focus on listed manufacturing firms in Kenya, a setting that remains underexplored within HRIS literature. The study therefore contributes to existing knowledge by providing context-specific empirical evidence regarding how system usability, system integration, and information quality relate to multidimensional employee performance outcomes within technologically integrated manufacturing environments. Table 2.1 summarizes the research gaps.

Table 2. 1: Summary of Research Gaps

Authors	Country / Setting	Research Methodology Used	Findings	Research Gaps	Focus of the Current Study
Amiri & Sangar (2024)	Iran; Municipal public sector	Quantitative; SEM-PLS; survey of ICT experts	System quality and integration positively influence organizational performance	The study adopts a system-centric perspective focused on organizational performance rather than multidimensional employee performance. Findings from ICT experts within a municipal public sector environment may not be directly transferable to HRIS effectiveness in technologically integrated manufacturing firms. Additionally, HRIS-specific effectiveness dimensions were not isolated.	Examined HRIS effectiveness dimensions (system usability, system integration, and information quality) and employee performance among HR practitioners in Kenyan listed manufacturing firms.
Shamila (2023)	Sri Lanka; Public service organizations	Quantitative; cross-sectional survey	System quality positively affects employee performance	System usability was embedded within broader system quality constructs, limiting conceptual specificity regarding usability effects. The study also operationalized employee performance uni-dimensionally and focused on public service organizations whose workforce structures differ from manufacturing firms.	Disaggregated system usability as a distinct HRIS effectiveness dimension and adopted multidimensional employee performance indicators within listed manufacturing firms.

Balić et al. (2022)	Bosnia and Herzegovina; Manufacturing firms	Quantitative; SEM	ERP system quality improves financial and non-financial performance	The study focused on ERP systems and organizational performance outcomes rather than HRIS effectiveness and employee-level performance outcomes. Furthermore, ERP findings may not fully capture HR-specific system interactions and workforce management dynamics.	Focused specifically on HRIS effectiveness and multidimensional employee performance outcomes within Kenyan listed manufacturing firms.
Wibowo et al. (2021)	Indonesia; Service sector	Quantitative; SEM	System quality directly improves employee performance	The service-sector context differs operationally from manufacturing environments characterized by integrated workflows and production coordination demands. Additionally, the study broadly examined information systems rather than HRIS-specific effectiveness dimensions.	Applied HRIS effectiveness dimensions within listed manufacturing firms characterized by operational and technological complexity.
Unggu et al. (2025)	Indonesia; Airport technical unit	Quantitative; SEM	System quality affects performance indirectly via satisfaction	The study conceptualized performance effects as indirect through satisfaction mechanisms, creating theoretical ambiguity regarding direct HRIS-performance relationships. The technical/public sector context also limits transferability to manufacturing HR environments.	Examined direct relationships between HRIS effectiveness dimensions and employee performance within manufacturing firms.

Saputra et al. (2023)	Indonesia; Public sector	Quantitative; SEM	System quality affects performance through perceived usefulness	The study relied heavily on TAM-oriented behavioral mediation constructs rather than examining the direct functional effectiveness of HRIS characteristics. Public sector institutional conditions may also shape technology usage differently from manufacturing firms.	Focused on direct HRIS effectiveness-performance relationships within listed manufacturing firms in Kenya.
Chirchir et al. (2019)	Kenya; Public health sector	Mixed methods	HIS improves service delivery and efficiency	The study focused on healthcare information systems and institutional efficiency rather than HRIS and multidimensional employee performance. Healthcare service delivery environments may not reflect the operational realities of manufacturing organizations.	Extended HRIS effectiveness research to employee performance outcomes within listed manufacturing companies in Kenya.
Okeyo (2018)	Kenya; Public institutions	Mixed methods	System integration improves operational efficiency	Integration was examined primarily at organizational process level without evaluating employee-level performance outcomes or HRIS-specific integration effects. Public institutions also differ structurally from listed manufacturing firms.	Examined HRIS system integration and multidimensional employee performance in manufacturing firms.

Kamau (2022)	Kenya; SMEs	Quantitative survey	Integrated IS enhances firm performance	The study emphasized enterprise systems and firm-level outcomes rather than HRIS effectiveness and employee performance. SMEs also differ from listed manufacturing firms in technological sophistication, operational scale, and formalized HR structures.	Focused on HRIS effectiveness dimensions and employee performance within listed manufacturing firms.
Akilo & Adegbuaro (2021)	Nigeria; Private universities	Quantitative; regression	Functional integration positively affects employee performance	Academic institutional environments differ considerably from manufacturing firms in workflow integration, operational coordination, and technology utilization patterns. Additionally, HRIS-specific integration dimensions were not isolated analytically.	Applied HRIS integration within manufacturing firms characterized by technologically integrated operations.
Liao et al. (2023)	USA; Corporate organizations	Quantitative; SEM	Integration improves performance only with absorptive capacity	The study incorporated moderation effects that complicate direct interpretation of HRIS-performance relationships. Additionally, findings from developed economy corporate environments may not be directly generalizable to Kenyan manufacturing firms.	Examined baseline direct HRIS effectiveness relationships within a developing economy manufacturing context.

Suroso et al. (2018)	Indonesia; Manufacturing (ERP users)	Qualitative; DeLone & McLean model	Information quality affects performance indirectly	The study emphasized indirect relationships and qualitative ERP experiences rather than quantitatively examining direct HRIS effectiveness dimensions and employee performance outcomes.	Used quantitative analysis to examine direct HRIS information quality relationships with employee performance in manufacturing firms.
Widiatmo et al. (2025)	Indonesia; Local government	Quantitative; survey	Information quality affects performance indirectly via HRIS and satisfaction	The study conceptualized performance outcomes through indirect mediation pathways and focused on local government institutions whose administrative structures differ from manufacturing firms.	Examined direct HRIS information quality and employee performance relationships in listed manufacturing firms.
Kautsar & Muslichah (2022)	Indonesia; Corporate setting	Quantitative; PLS-SEM	AIS quality affects performance only when moderated by GCG	The study focused on accounting information systems rather than HRIS and incorporated governance moderation variables that shift focus away from core HRIS effectiveness characteristics.	Focused specifically on HRIS effectiveness dimensions and employee performance relationships without moderation effects.
Lisa & Ardianto (2023)	Indonesia; Education sector	Quantitative; path analysis	Information quality does not significantly affect net benefits	The study evaluated net system benefits rather than multidimensional employee performance outcomes. Educational sector environments may also shape information usage differently from manufacturing settings.	Examined employee performance outcomes associated with HRIS information quality within manufacturing firms.

Rini et al. (2019)	Indonesia; Public university	Quantitative; SEM-PLS	Information quality affects satisfaction, not direct benefits	The study focused on satisfaction and system success outcomes rather than employee performance outcomes. University environments may not reflect manufacturing workflow complexity and operational coordination requirements.	Shifted analytical focus toward employee performance outcomes within listed manufacturing firms.
Kumala (2015)	Indonesia; Banking sector	Quantitative; regression	Information quality improves user satisfaction	The study emphasized satisfaction outcomes rather than multidimensional employee performance and was conducted within banking environments characterized by different operational and technological conditions from manufacturing firms.	Examined HRIS information quality in relation to employee performance within technologically integrated manufacturing firms.

Source: Researcher (2026)

2.5 Conceptual Framework

The conceptual for the current study is presented in Figure 2.1. The framework shows the anticipated relationships between employee performance (the dependent variable), and the independent variables, which consist of system integration and information quality.

Although existing literature suggests that the relationship between HRIS effectiveness and employee performance may be influenced by mediating and moderating factors such as user satisfaction, perceived usefulness, organizational support, system utilization, and technological readiness (Menant et al., 2021; Liao et al., 2023), the present study deliberately focused on examining the direct relationships between selected HRIS effectiveness dimensions and employee performance. This approach was adopted to maintain conceptual clarity and model parsimony while establishing baseline empirical evidence regarding how system usability, system integration, and information quality relate to multidimensional employee performance outcomes within listed manufacturing firms in Kenya.

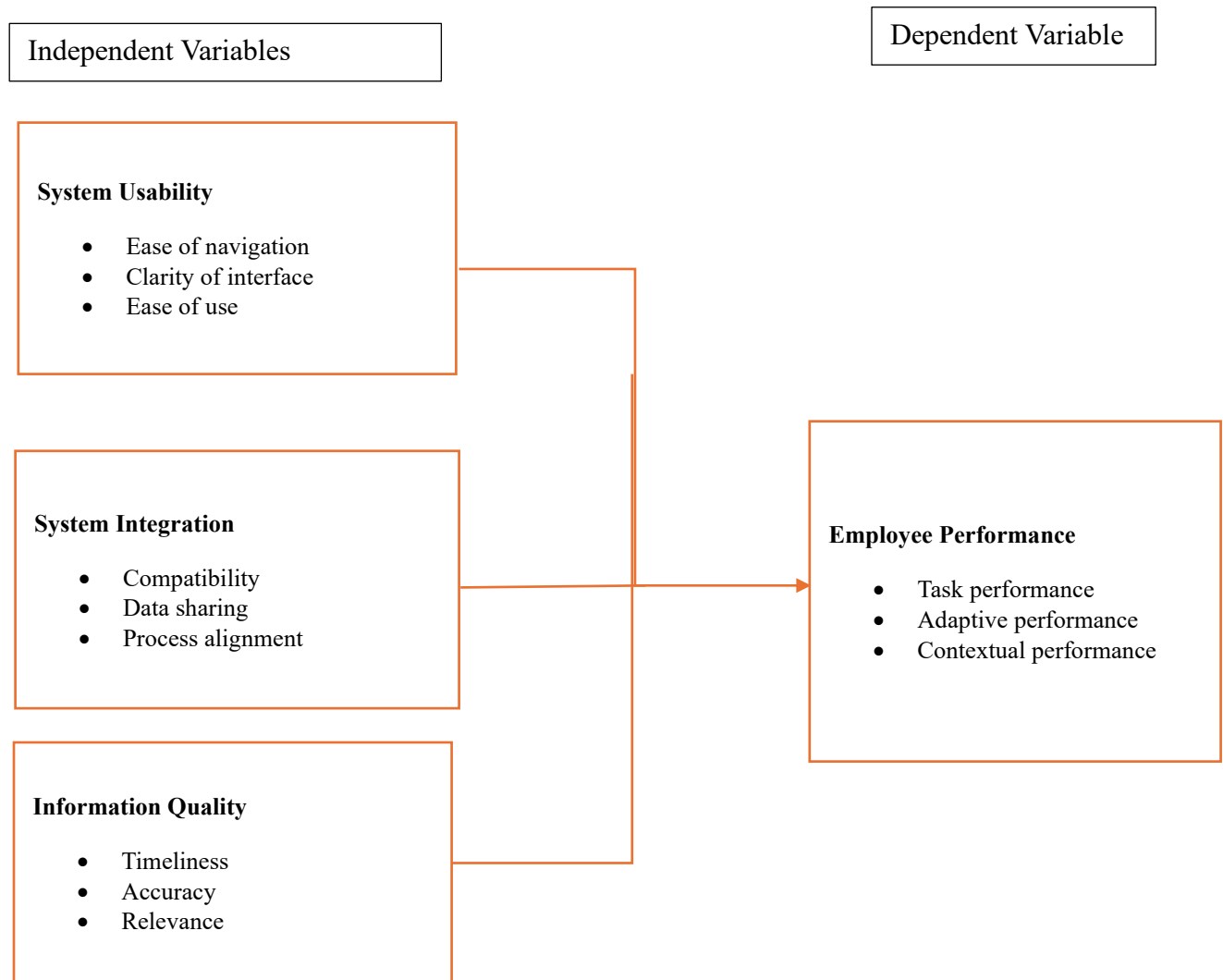


Figure 2.1: Conceptual Framework

Source: Researcher (2026)

2.6 Operationalization of Study Variables

The indicators used in operationalizing the study variables were adapted from validated constructs and measurement scales used in prior HRIS, information systems, and employee performance studies. The selection of indicators was informed by the DeLone and McLean Information Systems Success Model, the Technology Acceptance Model, and existing empirical literature on HRIS effectiveness and employee performance (Johnson et al., 2020; Valcik et al., 2021; Menant et al., 2021). The indicators were selected based on their conceptual relevance, theoretical alignment,

and applicability to HRIS effectiveness and employee performance within listed manufacturing firms in Kenya.

Table 2. 2: Operationalization of Variables

Variable	Indicators	Measurement	Literature Source	Questionnaire Section
Employee Performance (dependent variable)	Task Performance	5-point Likert scale	(Katebi et al., 2022)	Section F
	Adaptive performance		(Li & Sandino, 2017)	
	Contextual performance		(Katebi et al., 2022)	
System usability (independent variable)	Ease of navigation	5-point Likert scale	(Liquigan & Javier, 2024)	Section B
	Data sharing		(Liquigan & Javier, 2024)	
	Process alignment		(Pratama et al., 2022)	
System integration (independent variable)	Compatibility	5-point Likert scale	(Mushumba & Nyirenda, 2024)	Section C
	Data sharing		(Prasad, 2021)	
	Process alignment		(Amiri & Sangar, 2024)	
Information quality (independent variable)	Timeliness	5-point Likert scale	(Oktaviannur & Kindiasari, 2024)	Section D
	Accuracy		(Lisa & Ardianto, 2023)	
	Relevance		(Rahmayuni, 2017)	

Source: Researcher (2026)

2.7 Chapter Summary

Chapter Two reviewed the theoretical as well as empirical foundations underpinning this study. It discussed the guiding frameworks, examined relevant empirical studies, and identified key gaps in the literature. The chapter also presented the conceptual framework as well and outlined how the variables were measured.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodological approach adopted in the study, including the philosophical foundation, research design, target population, sampling procedures, data collection instruments, measures for ensuring validity and reliability, analytical methods, and ethical considerations.

3.2 Research Philosophy

Research philosophy refers to the set of assumptions and beliefs about the nature of reality, knowledge, and how knowledge can be generated in a scientific inquiry (Saunders et al., 2023). The four commonly recognized research philosophies are positivism, interpretivism, realism, and pragmatism. This study adopted positivism, which is based in the assumption that reality is objective, measurable, and independent of the researcher, and that knowledge can be generated through empirical observation and statistical analysis (Schindler, 2022). Positivism was deemed appropriate for this study because it seeks to examine the relationships between HRIS effectiveness dimensions and employee performance using quantifiable indicators collected from HR practitioners through structured questionnaires and analyzed using statistical techniques within a descriptive cross-sectional design. The use of positivism also facilitates objective findings that could be generalized to the context of the study, which in this case was listed manufacturing firms in Kenya. The present study was strictly quantitative and theory-driven, thus making positivism the most aligned philosophy (Schindler, 2022).

3.3 Research Design

A research design is the comprehensive plan that guides how data are collected, measured, and analyzed in an organized manner to address the research objectives. This study adopted a descriptive cross-sectional research design, which involves collecting data from a defined population at a single point in time to describe existing conditions and examine relationships among variables (Walliman & Walliman, 2021). The design was appropriate for this present study because it enabled the assessment of HRIS effectiveness dimensions and employee performance

simultaneously across listed manufacturing companies in Kenya, allowed for quantitative analysis of relationships using standardized instruments, and was cost-effective and time-efficient given the study's fixed data collection period.

Although the study examined statistical relationships between HRIS effectiveness dimensions and employee performance, the descriptive cross-sectional design adopted in the study does not permit definitive causal inferences because data were collected at a single point in time without experimental manipulation or longitudinal observation. Consequently, the study primarily focused on identifying associations and predictive relationships between variables rather than establishing conclusive cause-and-effect relationships.

3.4 Population of the Study

A population comprises all units, whether individuals, objects, or events, that possess the defining attributes relevant to a study and serve as the basis for sample selection. The population for this study consisted of the ten manufacturing companies listed on the Nairobi Securities Exchange (NSE, 2026). The unit of analysis was the listed manufacturing company since the study sought to assess organizational-level HRIS effectiveness and its influence on employee performance. The unit of observation consisted of HR professionals working within these companies because they are directly responsible for managing and utilizing HRIS to influence employee performance outcomes.

In the present study, HR practitioners referred to employees working within the human resource management function who were directly involved in HRIS utilization, HR operations, employee records management, payroll administration, recruitment, training coordination, performance management, or workforce planning activities. This category included HR managers, HR officers, HR analysts, payroll administrators, training coordinators, talent management officers, and HRIS personnel within the listed manufacturing firms. Inclusion in the study was therefore based primarily on respondents' functional involvement with HRIS and employee performance management processes rather than strictly on organizational rank or managerial level. Consequently, both managerial and non-managerial HR personnel qualified for participation provided they possessed sufficient familiarity with HRIS operations and employee performance processes within their organizations.

HR practitioners were considered appropriate respondents because they are directly involved in employee performance appraisal processes, HRIS administration, workforce planning, employee records management, and organizational performance monitoring activities. Consequently, they were expected to possess informed organizational perspectives regarding employee performance patterns and HRIS functionality within their respective firms. However, the study acknowledges that employee performance was measured indirectly through HR practitioners' perceptions rather than direct employee self-assessments or objective organizational performance records, which may introduce perceptual bias and limit complete objectivity of the measured outcomes.

3.5 Sampling Design

Sampling design refers to the process and strategy used to select a subset of elements from a population in a manner that ensures the sample is representative and suitable for addressing the research objectives (Saunders et al., 2023). In this study, sampling occurred at two levels. First, a census approach was employed to select the ten listed manufacturing companies on the NSE. A census involves including the entire population in the study rather than selecting a subset, which is appropriate here because the population of listed manufacturing companies is small and finite, thus, ensures comprehensive coverage (Foroudi & Dennis, 2023). Second, purposive sampling was employed to select respondents within these companies, specifically HR practitioners/professionals. Purposive sampling is a non-probability technique where respondents are selected based on their expertise and relevance to the study (Saunders et al., 2023), which is appropriate because HR professionals are the primary users of HRIS and are best positioned to provide accurate information on its effectiveness and its impact on employee performance.

The sample size for HR practitioners was determined using Cochran's Formula for unknown populations, as there is no definitive sampling frame of HR practitioners in these organizations. The study utilized Cochran's sample size determination formula to estimate a statistically adequate sample size for the study population. Cochran's formula was considered appropriate because the target respondents were drawn from multiple listed manufacturing firms with organizationally dispersed HR practitioner populations, and complete centralized population parameters were not readily available at the initial study design stage. Additionally, the formula is widely recommended for large populations where variability within the target population is anticipated and where a representative sample is required for inferential statistical analysis. Consequently, Cochran's

formula provided a scientifically acceptable basis for determining a sufficient sample size capable of supporting reliable statistical estimation within the study. Cochran's formula is expressed as:

$$n_o = \frac{Z^2 \times p \times (1 - p)}{e^2}$$

Where

n_o = desired sample size

Z = Z-score corresponding to the confidence level (1.96 for 95%)

p = estimated proportion of the attribute in the population (0.5)

e = margin of error (0.05)

Substituting these values:

$$n_o = \frac{1.96^2 \times 0.5 \times (1 - 0.5)}{0.05^2} = 384.16 \approx 385$$

The study adopted equal sample allocation across the ten listed manufacturing firms to ensure balanced organizational representation and facilitate comparability of HRIS effectiveness perceptions across firms. Although the companies differed in the number of employees and HR practitioner populations, each listed manufacturing firm was considered strategically important to the study because all operated within formalized, technology-driven, and performance-oriented environments characterized by integrated HR systems and structured workforce management practices. Equal allocation was therefore intended to ensure that smaller firms were not excluded or overshadowed by larger firms during analysis.

The study acknowledges that equal allocation may increase the possibility of overrepresentation of smaller firms and underrepresentation of larger firms relative to their actual population sizes. However, the primary objective of the study was comparative organizational analysis of HRIS effectiveness across listed manufacturing firms rather than population-weighted estimation across unequal organizational populations. Consequently, equal allocation was considered appropriate for

supporting balanced cross-organizational comparison and generating sector-level insights regarding HRIS effectiveness and employee performance relationships within listed manufacturing firms in Kenya.

3.6 Data Collection Methods

Primary data for this study was collected through structured questionnaires. A structured questionnaire is a data collection instrument that contains a set of pre-determined questions presented in a fixed order, allowing respondents to provide standardized answers (Schindler, 2022). This method was suitable for the current study because it enabled the systematic collection of quantifiable data from a large number of HR practitioners across multiple companies. Structured questionnaires also facilitate consistency, comparability, and ease of analysis, particularly when examining relationships between variables (Schindler, 2022).

The questionnaire was divided into five main sections: (i) respondents' demographic information (such as age, gender, education level, and years of experience), (ii) system quality, (iii) system integration, (iv) information quality, and (v) employee performance. Items for all the variables were measured using a five-point Likert scale that ranges from 1 = strongly disagree to 5 = strongly agree. For every variable, a composite score was calculated by averaging the responses to all its items, such that a higher score indicated a higher level of the variable and vice versa. Composite scores are appropriate as they provide a single representative value for multidimensional constructs, thus, reduce measurement error and facilitate comparison across respondents and variables.

The questionnaires were distributed using the drop-and-pick method where trained research assistants delivered questionnaires to respondents, allowed them sufficient time to complete them, and later collected the completed instruments. This approach is justified because it ensures high response rates, allows for clarification of any questions on the spot, and accommodates respondents' busy schedules.

3.7 Research Quality

3.7.1 Validity

Validity is the degree to which a research instrument accurately captures the concept it is designed to measure. Common types of validity include content validity, construct validity, criterion-related validity, and face validity. This study primarily adopted content validity, which was ensured through expert review, whereby the questionnaire was developed and refined under the guidance of the supervisor to confirm that the items adequately represent all dimensions of HRIS effectiveness and employee performance. In addition, a pilot study was conducted with 39 HR professionals (approximately 10% of the final sample) drawn from non-manufacturing companies. The pilot study mainly ensured face validity and construct validity by assessing the clarity, relevance, and comprehensibility of the items, as well as the extent to which the items appropriately reflected the underlying constructs before the main data collection. The respondents who participated in the pilot study were not included in the final study sample in order to minimize response contamination and avoid potential testing effects that could influence the validity of the main study findings. Consequently, the pilot study participants were excluded from the actual data collection process.

3.7.2 Reliability

Reliability refers to the degree to which a research instrument produces consistent and stable results when applied repeatedly under similar conditions (Schindler, 2022). In the current study, the reliability of the questionnaire was assessed using Cronbach's alpha coefficient, which measures the internal consistency of items used to assess each construct (Walliman & Walliman, 2021). Different thresholds for Cronbach's alpha have been recommended in the literature. According to Saunders et al. (2023), values of 0.60 and above are considered acceptable for exploratory research. For Schindler (2022), a Cronbach's alpha of 0.70 and above indicate good reliability, while coefficients of 0.80 and above reflect very high internal consistency. For this present study, a Cronbach's alpha value of 0.70 and above was adopted as the minimum acceptable threshold. Table 3.1 shows the reliability statistics.

Table 3.1: Reliability of Measures

Variable	Number of Items	Cronbach's alpha
System Usability	9	0.965
System Integration	9	0.859
Information Quality	9	0.911
Employee Performance	9	0.927

Source: Researcher (2026)

Although the Cronbach's alpha coefficients obtained in the study exceeded the commonly recommended reliability thresholds, some coefficients approached or exceeded 0.95. Extremely high Cronbach's alpha values may in some cases indicate potential item redundancy arising from highly similar or overlapping questionnaire items rather than solely reflecting strong internal consistency. However, the retained items were considered necessary because they captured related but conceptually important dimensions of HRIS effectiveness and employee performance within the context of the study. Additionally, the items were adapted from previously validated measurement scales used in prior HRIS and information systems research, thereby supporting their conceptual relevance and content validity.

3.8 Data Analysis

Prior to analysis, the collected data underwent a thorough cleaning process to identify and correct any inconsistencies, missing values, or incomplete responses. This step ensures the accuracy and reliability of the dataset (Mitchell & Jolley, 2012).

The study employed a quantitative approach, utilizing both descriptive and inferential statistical techniques. Frequencies, percentages, means, and standard deviations were utilized as descriptive statistics to summarize respondents' demographic characteristics and to present an overview of their responses regarding HRIS functionalities, usage, and perceived benefit. These measures helped identify patterns and trends within the data.

For inferential analysis, the study applied correlation analysis to determine the strength and direction of relationships between HRIS effectiveness and employee performance. Additionally, multiple linear regression analysis was used to assess the combined effect of independent variables on the dependent variable. To test the significance of the regression model, ANOVA (Analysis of Variance) was conducted.

The analysis was performed using the Statistical Package for Social Sciences (SPSS), which is widely recognized for its robustness in handling social science data. Results were presented in the form of tables, charts, and graphs for clarity and ease of interpretation.

The regression model guiding the analysis was expressed as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Employee Performance (dependent variable)

α = Constant term

$\beta_1, \beta_2, \beta_3$ = Coefficients of the independent variables

X_1 = System Usability

X_2 = System Integration

X_3 = Information Quality

ε = Error term

Diagnostic tests were undertaken to ensure that the underlying assumptions are satisfied. Normality was assessed to determine whether the distribution of residuals was sufficiently approximate to normality to support reliable regression estimation. Normality of residuals were assessed using normal Q-Q plots, and where violations are observed, data transformation or bootstrapping techniques can be applied (Schindler, 2022). Linearity was examined was assessed by examining scatter plots of independent variables against the dependent variable, with non-linear relationships addressed through variable transformation. Homoscedasticity and linearity tests were also performed to evaluate the stability and appropriateness of the regression model assumptions. Homoscedasticity was tested using residual plots, and in cases of heteroscedasticity, robust standard errors can be employed. Multicollinearity testing was conducted to assess whether excessive correlations existed among the independent variables that could distort regression coefficients. Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values, with highly correlated variables either combined or removed. Independence of errors was

evaluated using the Durbin–Watson statistic, and any violations were addressed through model re-specification (Walliman & Walliman, 2021).

3.9 Ethical Considerations

The study complied with the ethical guidelines set by Strathmore University and the National Commission for Science, Technology and Innovation (NACOSTI). Before data collection, all prospective respondents were informed of the study’s purpose, objectives, and procedures, and provided voluntary informed consent. Participants were free to withdraw at any time without penalty.

To protect confidentiality and anonymity, no personal identifiers were collected; responses were coded and aggregated, and data was stored in password-protected files for academic use only. The questionnaire avoided sensitive or intrusive items; therefore, the study was not expected to pose physical, psychological, or financial risk. Ethical clearance was obtained from Strathmore University’s Institutional Review Board (IRB) (Reference Number - SU-ISERC3354/26), and a NACOSTI research permit (Reference Number – 412273) was secured prior to commencing the study. No incentives were offered in order to avoid undue influence on participation.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the results of this study. The chapter starts with an analysis of the response rate, followed by a presentation of the respondents' demographic characteristics. The chapter then provides descriptive statistics on the key study variables, including system usability, system integration, information quality, and employee performance. Thereafter, inferential statistical analysis is conducted using correlation and multiple linear regression to examine the relationships between the variables.

4.2 Response Rate

Three hundred and ninety (390) questionnaires were distributed to HR practitioners across the listed manufacturing companies in Kenya, out of which 371 were filled and returned. This represents a response rate of 95.1%. The achieved response rate is considered highly adequate for statistical analysis. The high response rate achieved in the study may be attributed to several measures undertaken during the data collection process. First, the researcher obtained formal authorization and organizational support from the participating listed manufacturing firms, which enhanced respondent cooperation and accessibility. Second, the questionnaires were administered directly to HR practitioners who were considered knowledgeable and professionally involved in HRIS and employee performance management processes, thereby increasing respondent relevance and willingness to participate. Follow-up reminders were also conducted to encourage timely questionnaire completion and return. Additionally, respondents were assured of confidentiality and anonymity, which enhanced trust and reduced reluctance to participate in the study.

Schindler (2022) notes that a response rate that exceeds 70% is regarded as excellent and sufficient for drawing reliable and generalizable conclusions. Therefore, the 95.1% response rate obtained in this study reduces the risk of non-response bias. Consequently, the data collected was deemed appropriate for further analysis. Table shows the details of the response rate.

Table 4.1: Response Rate

Category	Frequency	Percent
Distributed Questionnaires	390	100%
Completed Questionnaires	371	95.1%
Unfilled Questionnaires	19	4.9%

Source: Researcher (2026)

4.3 Respondents' Demographic Information

Table 4.2 presents the demographic characteristics of the respondents, which provides insights into their background and suitability for the study. In terms of gender distribution, the results indicate that 55% of the respondents were male ($n = 202$), while 45% were female ($n = 168$). The gender distribution was relatively balanced, with both male and female respondents adequately represented in the study. This reduced the likelihood of excessive gender concentration within the responses and enhanced diversity of perspectives regarding HRIS effectiveness and employee performance.

Table 4.2: Respondents' Information

		Count	Frequency
Gender	Female	168	45%
	Male	203	55%
	Total	371	100%
Age Category	Below 25 years	14	4%
	25–34 years	71	19%
	35–44 years	208	56%
	45–54 years	63	17%
	55 years and above	15	4%
	Total	371	100%
Highest Educational Qualification	Diploma	14	4%
	Bachelor's degree	257	69%
	Master's degree	100	27%
	Doctorate	0	0%
	Total	371	100%
Current Job Designation within the Organization	HR Officer	83	22%
	HR Manager	202	54%
	Senior HR Manager	28	8%
	HR Director	58	16%
	Total	371	100%
Current Department	Human Resource Department	371	100%
	Administration	0	0%
	Total	371	100%
Length of time worked in current organization	Less than 1 year	0	0%
	1–3 years	54	15%
	4–6 years	98	26%
	7–10 years	159	43%
	More than 10 years	60	16%
	Total	371	100%
Total work experience in human resource-related roles	Less than 3 years	0	0%
	3–5 years	54	15%
	6–10 years	98	26%
	More than 10 years	219	59%
	Total	371	100%
Current employment status	Permanent	290	78%
	Contract	52	14%
	Temporary	29	8%
	Total	371	100%
Extent of HRIS Use in day-to-day duties	Very Low	0	0%
	Low	0	0%
	Moderate	80	22%
	High	164	44%
	Very High	127	34%
	Total	371	100%
HRIS functional areas	Leave management	349	94%
	Payroll management	304	82%
	Performance management	354	95%
	Recruitment and selection	302	81%
	Employee records management	358	96%
	Training and development	181	49%
	Total	371	100%

Source: Researcher (2026)

With regard to age, the majority of respondents (56%) were aged between 35 and 44 years, followed by those aged 25–34 years (19%) and 45–54 years (17%). Respondents below 25 years

and those aged 55 years and above each constituted 4% of the sample. The respondents were reasonably distributed across the different age categories, indicating representation of both younger and more experienced HR practitioners involved in HRIS and employee performance management processes. This distribution suggests that a large proportion of respondents possessed substantial professional exposure within organizational HR environments, which may have enhanced their familiarity with HRIS operations and employee performance management processes.

In terms of educational accomplishment, the findings show that a significant majority of respondents (69%) held a bachelor's degree, while 27% possessed a master's degree and only 4% had a diploma. None of the respondents reported holding a doctorate. The findings indicated that the majority of respondents possessed undergraduate or postgraduate qualifications, suggesting that the respondents had the educational background necessary to understand HRIS operations and employee performance management processes within their organizations.

Regarding job designation, more than half of the respondents (54%) were HR Managers, followed by HR Officers (22%), HR Directors (16%), and Senior HR Managers (8%). This indicates that the study largely captured views from individuals in managerial and decision-making roles, which is appropriate given their involvement in HRIS implementation and employee performance management.

All respondents (100%) were drawn from the Human Resource Department, which aligns with the study's focus on HR practitioners as the primary users of HRIS. This confirms that the data was obtained from relevant and knowledgeable participants directly engaged with HRIS processes.

The results on tenure in the current organization indicate that the majority of respondents (43%) had worked for 7–10 years, followed by 26% with 4–6 years and 16% with more than 10 years. A smaller proportion (15%) had worked for 1–3 years, while none had less than one year of service. This suggests that most respondents had substantial organizational experience, which enhances their understanding of internal systems and processes.

Similarly, in terms of total work experience in HR-related roles, the majority of respondents (59%) had more than 10 years of experience, followed by those with 6–10 years (26%) and 3–5 years (15%). No respondents had less than 3 years of experience. This indicates a highly experienced

sample, capable of providing informed and credible insights on HRIS effectiveness and employee performance.

Concerning employment status, the majority of respondents (78%) were permanently employed, while 14% were on contract and 8% were temporary employees. This suggests that most respondents had stable employment, which may contribute to deeper familiarity with organizational systems and long-term HRIS usage.

The extent to which HRIS forms part of respondents' day-to-day duties was also assessed. The findings show that 44% of respondents indicated a high extent, while 34% reported a very high extent and 22% a moderate extent. Notably, none of the respondents reported low or very low involvement. This demonstrates that HRIS is widely integrated into daily HR operations, and respondents are actively engaged with the system, making them suitable for evaluating its effectiveness.

Finally, the results on HRIS functional areas indicate that employee records management (96%), performance management (95%), and leave management (94%) were the most commonly utilized functions. Payroll management (82%) and recruitment and selection (81%) were also widely used, while training and development had the lowest usage at 49%. These findings suggest that HRIS is primarily used for core administrative and performance-related functions, with comparatively less emphasis on training and development. Overall, the demographic profile confirms that the respondents were experienced, knowledgeable, and well-positioned to provide reliable data for the study.

4.4 Descriptive Statistics

This section provides the descriptive statistics for the key study variables, namely system usability, system integration, information quality, and employee performance. The analysis is based on composite mean scores computed from the Likert scale items for each variable that provides an overall measure of respondents' perceptions. To facilitate interpretation of the results, the study adopted the following ranges for the average composite scores: 1.00 - 1.80 indicating very low, 1.81–2.60 showing low, 2.61 - 3.40 demonstrating moderate, 3.41 - 4.20 indicating high, and 4.21 - 5.00 showing very high perceptions of the items (Schindler, 2022). These thresholds were used

to categorize the level of each variable and guide the interpretation of the findings presented in the subsequent subsections.

A Principal Component Analysis (PCA) was not conducted because it was not appropriate for the objectives and structure of this study. PCA is primarily used for data reduction and to identify underlying latent constructs when the dimensionality of variables is uncertain. In this study, however, the constructs (system usability, system integration, information quality, and employee performance) were already well-defined and theoretically grounded in established models, particularly the DeLone and McLean Information Systems Success Theory and Job Performance Theory.

4.4.1 System Usability

This study's first objective was to examine the influence of system usability of HRIS on employee performance. System usability was measured in terms of ease of navigation, clarity of interface, and ease of use. The findings are presented in Table 4.3.

Table 4.3: Descriptive Statistics for System Usability

	N	Mean	Standard Deviation
The HRIS allows HR staff to move easily between different functions without difficulty, enhancing task completion efficiency.	371	3.14	1.193
Navigation within the HRIS enables quick access to employee information required for performance-related decisions.	371	3.14	1.181
The logical flow of the HRIS reduces time spent searching for information, thereby improving employee productivity.	371	3.11	1.148
The HRIS interface is visually clear and well-organized, enabling HR staff to perform their duties accurately.	371	3.06	1.132
Information displayed on the HRIS screens is easy to interpret and supports effective monitoring of employee performance.	371	3.25	1.178
The clarity of menus, icons, and labels in the HRIS minimizes errors in HR-related tasks.	371	3.18	1.203
HR staff can learn how to use the HRIS with minimal training, allowing faster execution of HR functions.	371	3.27	1.223
The HRIS is user-friendly, enabling consistent use in managing and evaluating employee performance.	371	3.15	1.242
Ease of using the HRIS supports timely completion of HR tasks, contributing to improved employee performance outcomes.	371	3.06	1.106
System Usability - Overall Score	371	3.151	1.04256

Source: Researcher (2026)

With regard to ease of navigation, the findings indicated moderate respondent agreement that the HRIS supported navigation across different HR functions. The statement that the HRIS allows HR staff to move easily between different functions recorded a mean of 3.14 (SD = 1.193), while navigation enabling quick access to employee information also recorded a mean of 3.14 (SD = 1.181). Similarly, the statement that the logical flow of the HRIS reduces time spent searching for information recorded a mean of 3.11 (SD = 1.148). These moderate mean scores suggest that respondents perceived the HRIS as reasonably supportive of navigation-related tasks, although the relatively large standard deviations indicate some variation in user experiences across organizations. This may imply that the effectiveness of navigation features differs depending on organizational implementation practices, user familiarity, or system configurations. In other words, systems that are easier to navigate, learn, and use may be more directly associated with improvements in task-related aspects of employee performance, particularly efficiency and effectiveness in completing core job responsibilities. However, the influence of system usability on broader dimensions such as contextual performance and adaptive performance may be less direct and could also depend on additional organizational, managerial, and behavioral factors beyond system usability alone.

In relation to clarity of interface, respondents also expressed moderate perceptions regarding the visual organization and interpretability of the HRIS interface. The statement that the HRIS interface is visually clear and well-organized recorded a mean of 3.06 (SD = 1.132), while the ease of interpreting information displayed on HRIS screens recorded a slightly higher mean of 3.25 (SD = 1.178). Additionally, the statement that clear menus, icons, and labels minimize errors in HR-related tasks recorded a mean of 3.18 (SD = 1.203). Although the findings suggest that the interface was perceived as reasonably understandable and supportive of HR tasks, the moderate mean values and dispersion patterns may indicate inconsistencies in user experiences and possible limitations in interface standardization and usability optimization across firms.

Regarding ease of use, the results similarly reflected moderate respondent agreement. The statement that HR staff could learn how to use the HRIS with minimal training recorded the highest mean of 3.27 (SD = 1.223), followed by the perception that the system is user-friendly with a mean of 3.15 (SD = 1.242). The statement that ease of use supports timely completion of HR tasks recorded a mean of 3.06 (SD = 1.106). These findings may suggest that respondents perceived the

HRIS as moderately learnable and usable; however, the absence of strongly high mean scores could indicate that some users still experience challenges in fully utilizing the system efficiently within their operational contexts.

Overall, the composite mean score for system usability was 3.151 (SD = 1.04256), indicating moderate perceptions of system usability across the surveyed organizations. While the findings suggest that the HRIS provides functional support for HR-related activities, the moderate ratings may reflect opportunities for improvement in navigation efficiency, interface clarity, and user-friendliness. Additionally, the observed variability in responses suggests that system usability experiences may not be entirely uniform across the participating manufacturing firms.

4.4.2 System Integration

The second objective of the study was to determine the influence of system integration of HRIS on employee performance in listed manufacturing companies in Kenya. System integration was assessed using nine items capturing three key dimensions: compatibility, data sharing, and process alignment. The descriptive results are summarized in Table 4.4.

Table 4.4: Descriptive Statistics for System Integration

	Mean	Standard Deviation
The HRIS is compatible with other enterprise systems, enabling efficient execution of HR-related tasks.	2.99	1.114
Integration between the HRIS and other organizational systems supports accurate evaluation of employee performance.	2.94	1.179
Compatibility of the HRIS with other systems reduces data duplication, improving overall employee productivity.	3.16	1.197
The HRIS enables real-time sharing of employee data across departments, supporting timely performance-related decisions.	3.35	1.158
Real-time access to HR information enhances coordination between departments involved in managing employee performance.	3.35	1.219
The availability of up-to-date employee information through the HRIS improves responsiveness to performance issues.	3.34	1.187
The HRIS aligns HR processes with organizational workflows, enhancing consistency in employee performance management.	3.27	1.075
Integration of HR processes through the HRIS supports standardized performance appraisal practices.	3.12	1.186
Alignment of HRIS-supported processes with operational activities improves efficiency in managing employee performance.	3.09	1.124
System Integration - Overall Score	3.1773	1.02158

Source: Researcher (2026)

In terms of compatibility, the findings reflected moderate respondent perceptions regarding the extent to which the HRIS integrates with other enterprise systems. The statement that the HRIS is compatible with systems such as payroll, finance, and production recorded a mean of 2.99 (SD = 1.114), while integration supporting accurate evaluation of employee performance recorded a slightly lower mean of 2.94 (SD = 1.179). However, the statement that compatibility reduces data duplication and improves productivity recorded a relatively higher mean of 3.16 (SD = 1.197). These findings may suggest that although the HRIS demonstrates some level of interoperability with other organizational systems, integration effectiveness may vary across functional areas, particularly in relation to performance evaluation processes. The relatively moderate mean values and dispersion patterns further indicate that experiences with system compatibility were not entirely uniform across the surveyed firms.

With respect to data sharing, respondents expressed comparatively stronger perceptions regarding the HRIS capability to facilitate information exchange across departments. The statement that the HRIS enables real-time sharing of employee data across departments recorded a mean of 3.35 (SD = 1.158), while the perception that real-time access enhances interdepartmental coordination also recorded a mean of 3.35 (SD = 1.219). Similarly, the statement that access to up-to-date employee information improves responsiveness to performance issues recorded a mean of 3.34 (SD = 1.187). Although these findings remained within the moderate range, the comparatively higher mean scores may indicate that respondents perceived data sharing functionalities more positively than other aspects of system integration. Nevertheless, the standard deviation values suggest the existence of varying organizational experiences regarding the effectiveness of interdepartmental information exchange.

Regarding process alignment, the findings similarly reflected moderate perceptions concerning the extent to which HRIS-supported processes align with broader organizational workflows. The statement that HR processes are aligned with organizational workflows recorded a mean of 3.27 (SD = 1.075), while integration supporting standardized performance appraisal practices recorded a mean of 3.12 (SD = 1.186). Additionally, the alignment of HRIS-supported processes with operational activities recorded a mean of 3.09 (SD = 1.124). These findings may suggest that the HRIS contributes to some degree of coordination and consistency in organizational HR processes;

however, the moderate ratings could indicate that integration between HR activities and broader operational systems remains only partially optimized within some firms.

Overall, the composite mean score for system integration was 3.1773 (SD = 1.02158), indicating moderate perceptions of system integration across the surveyed organizations. While the findings suggest that the HRIS demonstrates reasonable capability in facilitating system linkage, data sharing, and process coordination, the moderate ratings and variability in responses may indicate the presence of organizational differences in the extent and effectiveness of HRIS integration practices. Consequently, opportunities may still exist for strengthening integration across functional and operational systems within the participating manufacturing firms.

4.4.3 Information Quality

The third objective of the study was to examine the influence of information quality of HRIS on employee performance in listed manufacturing companies in Kenya. Information quality was assessed using nine items covering three core dimensions: accuracy, timeliness, and relevance. The descriptive statistics for these items are presented in Table 4.5.

Table 4.5: Descriptive Statistics for Information Quality

	Mean	Standard Deviation
The HRIS maintains accurate employee records that support reliable assessment of employee performance.	3.04	1.201
Information generated by the HRIS is free from errors and inconsistencies that could affect performance-related decisions.	3.14	1.134
Accurate HRIS records enhance fairness and objectivity in employee performance evaluation.	3.14	1.174
Employee information in the HRIS is updated in a timely manner to support effective performance management.	3.11	1.253
Timely availability of HRIS information enables prompt identification and resolution of performance issues.	3.33	1.269
Up-to-date HRIS data improves decision-making related to employee performance and development.	3.22	1.120
HRIS reports are relevant to employees' job performance expectations.	3.20	1.064
Information generated by the HRIS supports alignment between employee tasks and organizational performance objectives.	3.22	1.116
Relevant HRIS reports assist HR professionals in monitoring employee performance outcomes.	3.14	1.175
Information Quality - Overall Score	3.1716	1.03111

Source: Researcher (2026)

In relation to accuracy, the findings reflected moderate respondent perceptions regarding the reliability and consistency of information generated by the HRIS. The statement that the HRIS maintains accurate employee records to support performance assessment recorded a mean of 3.04 (SD = 1.201), while the perception that HRIS information is free from errors and inconsistencies recorded a mean of 3.14 (SD = 1.134). Similarly, the statement that accurate records enhance fairness and objectivity in performance evaluation also recorded a mean of 3.14 (SD = 1.174). These findings may suggest that respondents perceived the HRIS as reasonably capable of supporting accurate information management; however, the moderate mean values and variability in responses could indicate the existence of inconsistencies in data quality experiences across organizations. This may have implications for confidence in HR-related decision-making and performance evaluation processes.

With regard to timeliness, respondents expressed comparatively stronger perceptions concerning the responsiveness and availability of HRIS information. The statement that employee information is updated in a timely manner recorded a mean of 3.11 (SD = 1.253), while the perception that timely availability of information enables prompt identification and resolution of performance issues recorded the highest mean of 3.33 (SD = 1.269). Additionally, the statement that up-to-date data improves decision-making related to employee performance and development recorded a mean of 3.22 (SD = 1.120). Although these findings remained within the moderate range, the relatively higher mean scores may indicate that respondents viewed timeliness as one of the stronger aspects of information quality within the HRIS. Nevertheless, the relatively high standard deviation values suggest that experiences regarding information responsiveness and update frequency may differ across firms.

In terms of relevance, the findings also reflected moderate perceptions regarding the usefulness and applicability of HRIS-generated information to organizational and employee performance needs. The statement that HRIS reports are relevant to employees' job roles and performance expectations recorded a mean of 3.20 (SD = 1.064), while information supporting alignment between employee tasks and organizational objectives recorded a mean of 3.22 (SD = 1.116). Furthermore, the usefulness of HRIS reports in monitoring and improving performance outcomes recorded a mean of 3.14 (SD = 1.175). These findings may suggest that respondents considered HRIS outputs reasonably relevant to organizational performance management activities, although

the moderate ratings could indicate opportunities for enhancing contextual applicability and decision-support functionality within the system.

Overall, the composite mean score for information quality was 3.1716 (SD = 1.03111), indicating moderate perceptions of information quality across the surveyed organizations. While the findings suggest that the HRIS provides reasonably accurate, timely, and relevant information for HR-related processes, the moderate ratings and variability in responses may indicate differences in the effectiveness of information management practices across firms. Consequently, improvements in data accuracy, update responsiveness, and contextual relevance may further strengthen the contribution of HRIS information quality to employee performance management within the participating manufacturing organizations.

4.4.4 Employee Performance

Employee performance constituted the dependent variable of the study and was measured using twelve items reflecting three key dimensions: task performance, contextual performance, and adaptive performance. These indicators capture employees' ability to execute core duties, contribute to the organizational environment, and respond to changing work demands. The descriptive statistics are presented in Table 4.6.

Table 4.6: Descriptive Statistics for Employee Performance

	Mean	Standard Deviation
HRIS tools enable employees to complete their assigned tasks efficiently.	3.17	1.193
The availability of HRIS information enhances employees' ability to meet performance targets.	3.29	1.211
Employees perform their core job responsibilities effectively due to support from HRIS.	3.30	1.117
HRIS usage encourages employees to voluntarily assist colleagues and contribute to team objectives.	3.14	1.152
Employees demonstrate organizational citizenship behaviours facilitated by HRIS.	3.09	1.176
Effective use of HRIS strengthens employees' commitment to organizational goals and norms.	3.05	1.173
Employees adjust effectively to changes in work processes supported by the HRIS.	3.17	1.169
HRIS helps employees acquire new skills to adapt to evolving performance requirements.	3.13	1.303
Employees demonstrate flexibility in response to HRIS-generated information.	3.25	1.155
Employee Performance - Overall Score	3.1750	1.02172

Source: Researcher (2026)

With respect to task performance, the findings reflected moderate respondent perceptions regarding the contribution of HRIS to employees' execution of core job responsibilities. The statement that HRIS tools enable employees to complete assigned tasks efficiently and accurately recorded a mean of 3.17 (SD = 1.193). Similarly, the perception that the availability of HRIS information enhances employees' ability to meet performance targets recorded a mean of 3.29 (SD = 1.211), while the statement that HRIS support improves effectiveness in performing core job responsibilities recorded the highest mean within this category at 3.30 (SD = 1.117). These findings may suggest that respondents perceived HRIS as moderately supportive of task-related performance activities. However, the moderate mean values and variability in responses could indicate that the effectiveness of HRIS in enhancing task performance may differ across organizational contexts and user experiences.

In relation to contextual performance, the findings also reflected moderate perceptions concerning the influence of HRIS on collaborative and discretionary workplace behaviors. The statement that HRIS usage encourages employees to voluntarily assist colleagues and contribute to team objectives recorded a mean of 3.14 (SD = 1.152). The perception that HRIS facilitates organizational citizenship behaviors recorded a mean of 3.09 (SD = 1.176), while the statement that HRIS strengthens employees' commitment to organizational goals recorded a slightly lower mean of 3.05 (SD = 1.173). These findings may indicate that respondents perceived HRIS as contributing to cooperative and supportive workplace behaviors to some extent, although the moderate ratings suggest that organizational commitment and citizenship behaviors are likely influenced by additional organizational, managerial, and cultural factors beyond HRIS functionality alone.

Regarding adaptive performance, the findings similarly reflected moderate respondent agreement. The statement that employees are able to adjust effectively to changes in work processes supported by HRIS recorded a mean of 3.17 (SD = 1.169). The role of HRIS in helping employees acquire new skills and adapt to evolving performance requirements recorded a mean of 3.13 (SD = 1.303), while the perception that employees demonstrate flexibility and problem-solving in response to HRIS-generated information recorded a mean of 3.25 (SD = 1.155). These findings may suggest that HRIS contributes to employee adaptability and responsiveness within changing work environments; however, the moderate ratings and relatively high standard deviations may indicate

variation in employees' ability or opportunity to fully utilize HRIS capabilities for adaptive performance improvement across firms.

Overall, the composite mean score for employee performance was 3.1750 (SD = 1.02172), indicating moderate perceptions of employee performance across the surveyed organizations. While the findings suggest that HRIS may support different dimensions of employee performance, including task execution, collaboration, and adaptability, the moderate ratings imply that employee performance outcomes are likely influenced by multiple organizational and contextual factors beyond HRIS effectiveness alone. Additionally, the variability in responses may indicate differences in organizational practices, HRIS implementation approaches, and user experiences across the participating manufacturing firms.

4.5 Diagnostic Tests

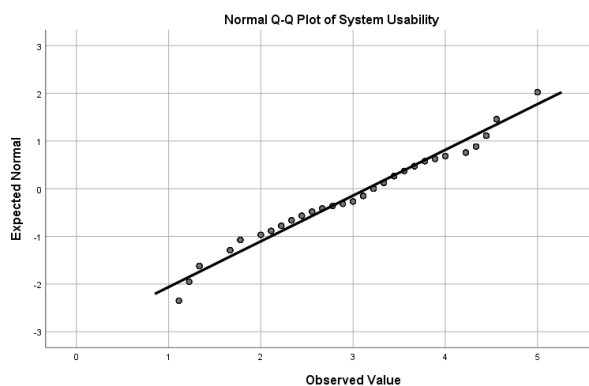


Figure 4.1: Normal Q-Q plot for System Usability

Source: Researcher (2026)

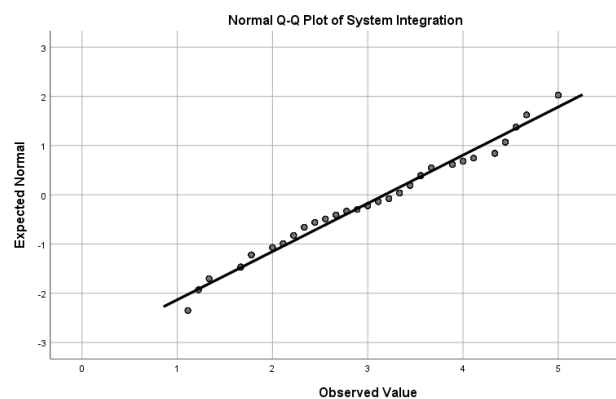


Figure 4.2: Normal Q-Q plot for System Integration

Source: Researcher (2026)

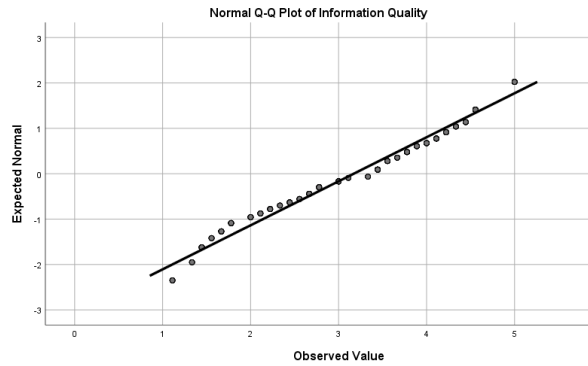


Figure 4.3: Normal Q-Q Plot for Information Quality
Source: Researcher (2026)



Figure 4.4; Normal Q-Q Plot for Employee Performance
Source: Researcher (2026)

Normality of the study variables was examined through normal Q–Q plots, as shown in Figures 4.1 to 4.4 for system usability, system integration, information quality, and employee performance, respectively. The plots show that the observed data points closely follow the diagonal reference line in all four cases, indicating that the distributions of the variables approximate a normal distribution. Although there are slight deviations at the tails, these are minimal and fall within acceptable limits for large sample sizes. The overall pattern across all variables demonstrates no serious departures from normality. Therefore, it can be concluded that the assumption of normality was satisfactorily met, and the data was appropriate for subsequent regression analysis.

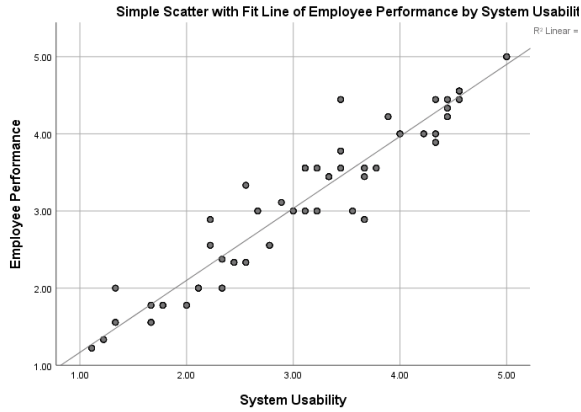


Figure 4.5: Scatter Plot for Linearity between Employee Performance by System Usability
Source: Researcher (2026)

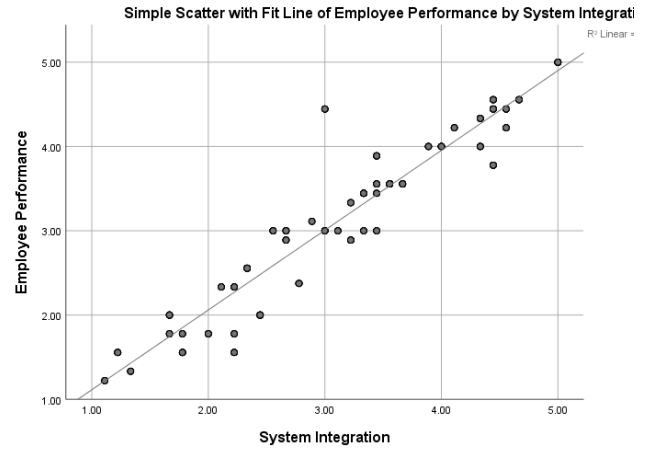


Figure 4.6: Scatter Plot for Linearity between Employee Performance by System Integration
Source: Researcher (2026)

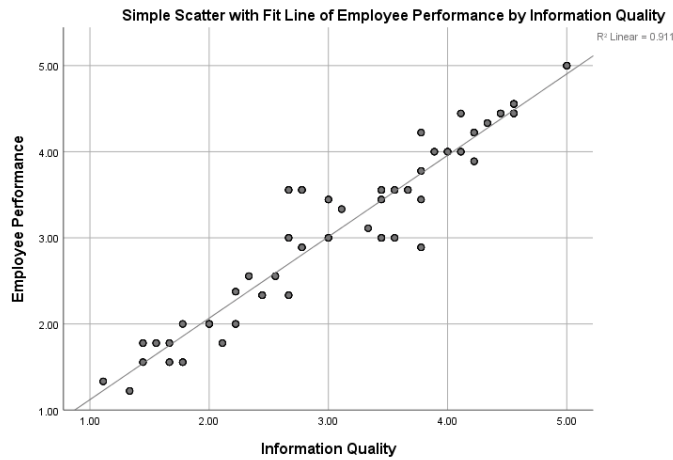


Figure 4.7: Scatter Plot for Linearity between Employee Performance by Information Quality
Source: Researcher (2026)

Linearity was assessed by examining scatter plots of each independent variable against the dependent variable, as presented in Figures 4.5, 4.6, and 4.7. The scatter plot of employee performance against system usability (Figure 4.5) shows a clear upward trend, with data points closely clustered around the fitted regression line. This indicates a strong positive linear

relationship between system usability and employee performance. Similarly, Figure 4.6, which plots system integration against employee performance, also demonstrates a consistent positive linear pattern, with observations distributed along the line of best fit and no evident curvature or irregular pattern. In Figure 4.7, the relationship between information quality and employee performance exhibits a comparable pattern, with points aligning closely along an upward-sloping line, suggesting a strong linear association. Across all three plots, the absence of systematic curves or deviations from the straight-line pattern indicates that the relationships between the independent variables and the dependent variable are linear. Therefore, it can be concluded that the assumption of linearity was satisfied, and the data was suitable for multiple linear regression analysis.

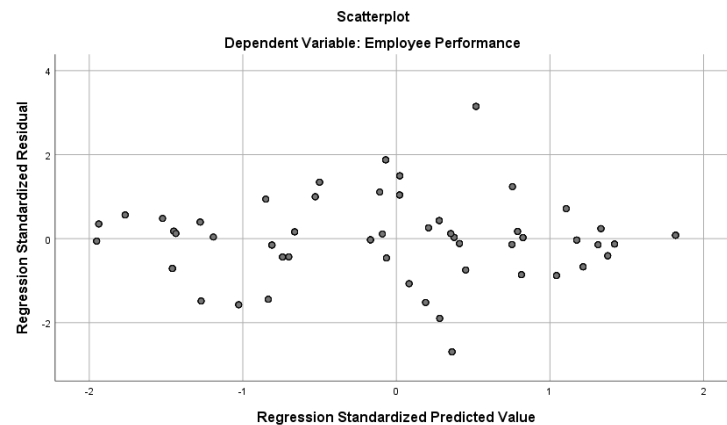


Figure 4.8: Scatterplot - Standardized Residuals against the Standardized Predicted Values
Source: Researcher (2026)

Homoscedasticity was assessed by examining the scatterplot of standardized residuals against standardized predicted values, as presented in Figure 4.8. The plot shows that the residuals are randomly dispersed around the horizontal axis (zero line) across the range of predicted values. There is no clear pattern, clustering, or funnel-shaped distribution evident in the scatter of points. Instead, the residuals appear evenly spread both above and below the zero line, indicating a relatively constant variance of errors. The absence of a systematic pattern or increasing/decreasing spread suggests that the variance of the residuals remains stable across different levels of the predicted values. Therefore, it can be concluded that the assumption of homoscedasticity was satisfied, and the data meets this requirement for multiple linear regression analysis.

Table 4.7: Collinearity Statistics

	Tolerance	VIF
System Usability	.55	6.336
System Integration	.27	4.869
Information Quality	.68	4.713

Source: Researcher (2026)

Multicollinearity was assessed using tolerance values and Variance Inflation Factor (VIF), as presented in Table 4.7. Tolerance values indicate the proportion of variance in an independent variable that is not explained by other independent variables, with values below 0.10 suggesting serious multicollinearity concerns. Conversely, VIF measures the degree of multicollinearity, where values above 10 are commonly considered indicative of problematic multicollinearity. The results show that system usability had a tolerance value of 0.55 and a VIF of 6.336, system integration recorded a tolerance of 0.27 and a VIF of 4.869, while information quality had a tolerance of 0.68 and a VIF of 4.713. All tolerance values are well above the threshold of 0.10, and all VIF values are below the critical value of 10. Although system usability shows a relatively higher VIF compared to the other variables, it still falls within acceptable limits. These findings indicate that there is no evidence of serious multicollinearity among the independent variables. Therefore, the assumption of absence of multicollinearity was satisfied, and the variables were suitable for inclusion in the multiple linear regression model.

Independence of errors was assessed using the Durbin–Watson statistic, which examines the presence of autocorrelation in the residuals. The Durbin-Watson value ranges between 0 and 4, where a value close to 2 indicates no autocorrelation, values approaching 0 suggest positive autocorrelation, and values approaching 4 indicate negative autocorrelation. In this study, the Durbin–Watson statistic was 2.049, which is very close to the ideal value of 2. This indicates that there is no significant autocorrelation among the residuals. Therefore, the assumption of independence of errors was satisfactorily met, confirming that the regression model results are reliable.

4.6 Inferential Statistics

This section presents the inferential statistical analysis conducted to examine the relationships between the study variables and to test the study objectives. Specifically, correlation analysis was used to assess the strength and direction of the relationships between system usability, system integration, information quality, and employee performance. In addition, multiple linear regression analysis was employed to determine the combined effect of the independent variables on employee performance and to establish the significance of each predictor in explaining variations in the dependent variable.

4.6.1 Correlations

This section presents the results of the Pearson's correlation analysis, which was conducted to examine the strength and direction of the relationships between the independent variables (system usability, system integration, and information quality) and the dependent variable (employee performance). Pearson's correlation coefficient (r) ranges from -1 to +1, wherein values that are closer to +1 indicate a strong positive relationship whereas values closer to -1 indicate a strong negative relationship. Values around zero suggest no relationship. In terms of strength, coefficients between 0.00–0.19 are considered very weak, those between 0.20 and 0.39 are deemed weak, between 0.40 and 0.59 show moderate relationship, between 0.60 and 0.79 indicate a strong association, and 0.80 -1.00 shows a very strong relationship.

Table 4.8: Correlations

		System Usability	System Integration	Information Quality	Employee Performance
System Usability	Pearson's correlation	1			
	significance				
System Integration	Pearson's correlation	.532	1		
	significance	.000			
Information Quality	Pearson's correlation	.664**	.515**	1	
	significance	.000	.000		
Employee Performance	Pearson's correlation	.952**	.947**	.954**	1
	significance	.000	.000	.000	

Source: Researcher (2026)

The results in Table 4.8 indicated a very strong and statistically significant positive relationship between system usability and employee performance ($r = 0.952$, $p < 0.001$). This finding may suggest that respondents who perceived HRIS as easier to navigate, learn, and use also tended to report higher levels of employee performance within their organizations. However, the exceptionally high correlation coefficient should be interpreted cautiously because such strong relationships in perceptual cross-sectional survey research may partly reflect shared measurement variance, response consistency tendencies, or conceptual overlap between related organizational constructs. Additionally, since both variables were measured using self-reported data from the same respondent category, the possibility of common method bias cannot be entirely ruled out.

Similarly, system integration exhibited a very strong positive and statistically significant relationship with employee performance ($r = 0.947$, $p < 0.001$). This finding may indicate that organizations perceived to have more integrated HRIS environments also tended to report more favorable employee performance outcomes. The relationship could partly reflect the role of integrated systems in supporting coordination, information accessibility, and operational alignment across departments. Nevertheless, the strength of the observed association warrants cautious interpretation because the HRIS effectiveness dimensions examined in the study are conceptually related and may share underlying perceptual variance associated with respondents' broader evaluations of organizational HRIS effectiveness.

In addition, information quality demonstrated a very strong and statistically significant positive relationship with employee performance ($r = 0.954$, $p < 0.001$). This finding may suggest that perceptions of accurate, timely, and relevant HRIS information were positively associated with perceptions of improved employee performance outcomes. High-quality information may support decision-making, performance monitoring, and responsiveness to employee-related issues within organizations. However, the exceptionally strong correlation coefficient may also partly reflect shared respondent perceptions arising from the use of standardized Likert-scale measures administered simultaneously to the same respondents. Consequently, the findings are interpreted as evidence of strong statistical associations within the sampled firms rather than definitive proof of fully independent causal relationships among the constructs.

In sum, the findings reveal that all three independent variables have very strong positive relationships with employee performance, and all relationships are statistically significant. This

provides preliminary evidence that HRIS effectiveness dimensions are closely associated with employee performance in listed manufacturing companies in Kenya. This significant associations provide preliminary evidence that warrants further analysis of the relationships using multiple linear regression.

The correlation coefficients observed among the study variables were notably high, with several coefficients exceeding 0.90. While these findings suggest strong positive associations between HRIS effectiveness dimensions and employee performance, exceptionally high correlations in perceptual survey research may also indicate potential overlap among constructs, common method variance, or respondent tendency toward consistent rating patterns across related questionnaire items. Additionally, the use of self-reported data collected from a single respondent category at one point in time may have contributed to inflation of observed relationships. Nevertheless, multicollinearity diagnostic results indicated that the correlations did not exceed critical thresholds sufficient to invalidate regression estimation, and the constructs were retained because they were conceptually distinct and theoretically grounded within the study framework.

Although the multicollinearity diagnostic statistics remained within commonly accepted thresholds, the exceptionally high correlation coefficients observed among several study variables warrant cautious interpretation. In social science research, correlations exceeding 0.90 may indicate not only strong conceptual relationships but also the possibility of common method bias, shared measurement variance, perceptual consistency effects, or partial construct overlap arising from the use of self-reported cross-sectional survey data collected from a single respondent category. Consequently, reliance solely on procedural diagnostics such as VIF and tolerance statistics may not fully eliminate concerns regarding inflation of observed statistical relationships.

Additionally, the HRIS effectiveness dimensions examined in the study are conceptually related organizational system characteristics, which may partly explain the strong associations observed among the constructs. The use of standardized Likert-scale questionnaire items administered simultaneously to HR practitioners may also have contributed to response consistency across related measures. Nevertheless, the constructs were retained because they remained theoretically distinguishable within the DeLone and McLean Information Systems Success framework and were operationalized using indicators adapted from validated prior studies. Accordingly, the findings

are interpreted cautiously as evidence of strong statistical associations rather than definitive proof of independent causal effects among the variables.

4.6.2 Multiple Linear Regression Analysis

This subsection presents the results of the multiple linear regression analysis conducted to examine the combined effect of system usability, system integration, and information quality on employee performance. Diagnostic tests were conducted to ensure that the assumptions underlying multiple linear regression were satisfied. These included tests for normality, linearity of relationships between variables, homoscedasticity, and independence of errors.

Table 4.9: Regression Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.972 ^a	.945	.945		.23965	2.049
a. Predictors: (Constant), Information Quality, System Integration, System Usability						
b. Dependent Variable: Employee Performance						

Source: Researcher (2026)

The regression model summary presented in Table 4.9 provides information on the strength and explanatory power of the relationship between the independent variables (system usability, system integration, and information quality) and the dependent variable (employee performance). The multiple correlation coefficient (R) is 0.972, which indicates a very strong positive relationship between the combined independent variables and employee performance. This suggests that collectively, system usability, system integration, and information quality are highly associated with variations in employee performance. The coefficient of determination (R Square) is 0.945, implying that approximately 94.5% of the variation in employee performance is explained by the three independent variables included in the model. This demonstrates a very high explanatory power, indicating that the model fits the data well. The Adjusted R Square is also 0.945, which confirms that the model remains robust even after adjusting for the number of predictors, suggesting that the included variables are relevant and not introducing unnecessary complexity. The standard error of the estimate is 0.23965, which is relatively low, indicating that the predicted values of employee performance are close to the observed values. This further supports the accuracy and reliability of the regression model. Overall, the model summary indicates that the

regression model is statistically strong, well-fitted, and suitable for explaining the influence of HRIS effectiveness dimensions on employee performance.

Although the regression model produced exceptionally high explanatory power ($R^2 = 0.945$), the findings should be interpreted cautiously within the context of the study design and measurement approach. In social science research, particularly studies relying on perceptual cross-sectional survey data collected from a single respondent category, extremely high explanatory power may partly reflect shared measurement variance, response consistency effects, conceptual proximity among constructs, or common method bias rather than purely independent predictive relationships. This observation is particularly relevant given that the descriptive statistics reflected moderate central tendency values across the study variables, yet the regression model yielded very strong aggregate explanatory relationships.

Additionally, the HRIS effectiveness dimensions examined in the study are theoretically related organizational system characteristics derived from the broader DeLone and McLean Information Systems Success framework. Consequently, although multicollinearity diagnostics remained within acceptable statistical thresholds, the constructs may still share underlying conceptual variance associated with respondents' overall perceptions of HRIS effectiveness within their organizations. The use of self-reported Likert-scale measures administered simultaneously to HR practitioners may also have contributed to inflation of observed relationships through perceptual consistency tendencies. Accordingly, the regression findings are interpreted as evidence of strong statistical associations within the studied organizational context rather than definitive proof of fully independent causal relationships among the constructs.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	365.166	3	121.722	2119.318	.000 ^b
	Residual	21.078	367	.057		
	Total	386.244	370			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Information Quality, System Integration, System Usability						

Source: Researcher (2026)

The ANOVA results presented in Table 4.10 assess the overall significance of the regression model in explaining variations in employee performance. Specifically, the ANOVA test evaluates whether

the combined effect of the independent variables (system usability, system integration, and information quality) significantly predicts the dependent variable. The results show that the regression model has a sum of squares of 365.166 with 3 degrees of freedom, while the residual sum of squares is 21.078 with 367 degrees of freedom, giving a total sum of squares of 386.244. The mean square for the regression is 121.722, compared to a much smaller residual mean square of 0.057. This large difference indicates that a substantial proportion of the variation in employee performance is explained by the model. The F-statistic is 2119.318, which is very large, and the associated significance level (p-value) is 0.000, which is less than the conventional threshold of 0.05. This indicates that the regression model is statistically significant. In other words, the independent variables, when considered together, significantly predict employee performance. Overall, the ANOVA results confirm that the regression model provides a good fit to the data and that system usability, system integration, and information quality jointly have a significant effect on employee performance in listed manufacturing companies in Kenya.

Table 4. 11: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.046	.041		1.105	.270
	System Usability	.168	.051	.171	3.281	.001
	System Integration	.398	.034	.398	11.626	.000
	Information Quality	.421	.046	.425	9.092	.000
a. Dependent Variable: Employee Performance						

Source: Researcher (2026)

The regression coefficients presented in Table 4.11 show the individual contribution of each independent variable to employee performance, while controlling for the effects of the other variables in the model. The constant ($\beta = 0.046$, $p = 0.270$) is not statistically significant, indicating that when all independent variables are held at zero, the baseline level of employee performance is not meaningfully different from zero. However, this does not affect the interpretation of the model since the focus is on the predictor variables.

The regression results indicated that system usability was positively and statistically significantly associated with employee performance ($\beta = 0.168$, $p = 0.001$). This finding may suggest that

respondents who perceived the HRIS as easier to navigate, learn, and use also tended to report more favorable employee performance outcomes within their organizations. Although the coefficient indicates a positive predictive relationship after controlling for the other HRIS dimensions, the relatively smaller standardized coefficient compared to the other predictors may imply that system usability contributed less strongly to variations in employee performance within the regression model. Nevertheless, the findings should be interpreted cautiously because the cross-sectional perceptual nature of the data limits definitive causal interpretation.

System integration also demonstrated a positive and statistically significant relationship with employee performance ($\beta = 0.398$, $p < 0.001$). This finding may indicate that higher perceived levels of integration between HRIS and other organizational systems were associated with more favorable employee performance outcomes. The comparatively larger coefficient relative to system usability may suggest that respondents viewed integrated information flow, coordination, and interoperability across systems as important organizational factors associated with employee performance. However, given the conceptual relatedness among the HRIS effectiveness dimensions, part of the observed explanatory strength may reflect shared organizational perceptions regarding overall HRIS functionality rather than entirely independent effects of system integration alone.

In addition, information quality exhibited the strongest positive and statistically significant relationship with employee performance ($\beta = 0.421$, $p < 0.001$). This finding may suggest that respondents who perceived HRIS information as accurate, timely, and relevant also tended to report higher levels of employee performance within their organizations. The relatively stronger coefficient may indicate the importance of information reliability and usefulness in supporting HR-related decision-making and performance management activities. Nevertheless, the exceptionally strong statistical relationships observed across the study variables warrant cautious interpretation because the use of self-reported Likert-scale measures collected simultaneously from the same respondent category may have contributed to perceptual consistency effects and shared measurement variance.

Overall, all three HRIS effectiveness dimensions demonstrated positive and statistically significant relationships with employee performance within the regression model. Information quality recorded the strongest standardized coefficient, followed by system integration and system

usability. However, the findings are interpreted as evidence of strong predictive statistical associations within the sampled listed manufacturing firms rather than definitive proof of fully independent causal relationships among the constructs.

Based on the unstandardized coefficients, the final regression model is expressed as:

$$Y = 0.046 + 0.168 X_1 + 0.398 X_2 + 0.421 X_3$$

Where:

Y = Employee Performance (dependent variable)

X₁ = System Usability

X₂ = System Integration

X₃ = Information Quality

This model indicates that employee performance can be predicted as a function of HRIS usability, integration, and information quality, with each variable contributing positively to performance outcomes.

Although the regression results demonstrated statistically significant relationships between the HRIS effectiveness dimensions and employee performance, the practical interpretation of these findings requires careful consideration. Notably, the descriptive statistics reflected only moderate respondent agreement regarding system usability, system integration, information quality, and employee performance, yet the regression model produced exceptionally strong explanatory power and very high correlation coefficients. This apparent contrast may suggest that respondents evaluated HRIS effectiveness and employee performance in a broadly interconnected manner rather than as entirely independent organizational constructs.

Additionally, because the study relied on self-reported perceptual data collected simultaneously from the same respondent category, part of the observed predictive strength may reflect shared measurement variance, perceptual consistency tendencies, or common method bias rather than purely distinct explanatory relationships among the variables. The HRIS effectiveness dimensions examined in the study are also conceptually related organizational system characteristics derived

from the same theoretical framework, which may further contribute to overlap in respondents' evaluations.

Furthermore, employee performance within organizational settings is typically influenced by multiple additional factors beyond HRIS effectiveness alone, including organizational culture, leadership practices, employee motivation, training, compensation systems, and managerial support. Consequently, while the findings suggest that HRIS effectiveness dimensions are strongly associated with employee performance within the sampled firms, the exceptionally high predictive relationships should be interpreted cautiously and within the broader organizational context of the study.

4.6 Chapter Summary

This chapter presented the analysis and findings of the study. The response rate was adequate to proceed with the analysis. Diagnostic tests confirmed that the regression assumptions were met. The results established that all three HRIS effectiveness dimensions have a positive and significant influence on employee performance, with information quality emerging as the strongest predictor.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion, conclusions, and recommendations of the study on the influence of HRIS effectiveness on employee performance in listed manufacturing companies in Kenya. It begins with a summary of the main results, followed by a discussion of the findings in relation to the study objectives, existing literature, and theoretical framework. The chapter then outlines policy, managerial and theoretical recommendations based on the findings. Thereafter, the limitations of the study are highlighted, followed by suggestions for further research.

5.2 Summary of Main Results

The study examined the influence of HRIS effectiveness on employee performance in listed manufacturing companies in Kenya. The findings revealed that system usability has a positive and statistically significant influence on employee performance, indicating that ease of navigation, clarity of interface, and user-friendliness enhance employees' ability to perform their tasks effectively. The results further showed that system integration has a positive and significant effect on employee performance, suggesting that compatibility with other systems, real-time data sharing, and alignment of processes improve coordination and support performance outcomes. Additionally, information quality was found to have the strongest positive and significant influence on employee performance, demonstrating that accurate, timely, and relevant HRIS information plays a critical role in enhancing employee effectiveness. Overall, the findings indicate that all dimensions of HRIS effectiveness significantly contribute to improved employee performance.

5.3 Discussion of Findings

5.3.1 Influence of System Usability of HRIS on Employee Performance

The first objective of the study was to examine the influence of system usability of HRIS on employee performance in listed manufacturing companies in Kenya. The findings revealed a positive and statistically significant relationship between system usability and employee performance. This may suggest that HRIS features such as ease of navigation, clarity of interface,

and user-friendliness were associated with more favorable perceptions of employee performance within the surveyed organizations. In particular, system usability may have more direct implications for task-related aspects of employee performance by supporting efficient completion of HR-related activities and reducing operational complexity. However, the influence of system usability on broader dimensions such as contextual and adaptive performance may be less direct and could also depend on additional organizational and behavioral factors including organizational culture, leadership support, employee motivation, and opportunities for learning and collaboration.

The findings are generally consistent with the DeLone and McLean Information Systems Success Theory, which proposes that system quality characteristics such as usability contribute to system use, user satisfaction, and organizational benefits (DeLone & McLean, 2003). Within the context of the present study, respondents who perceived the HRIS as easier to use also tended to report more favorable employee performance outcomes. Nevertheless, the theory itself conceptualizes these relationships as interconnected rather than purely direct, suggesting that user satisfaction and effective system utilization may partly mediate the relationship between usability and organizational outcomes. Similarly, Job Performance Theory (Campbell, 1990) emphasizes that employee performance is influenced by multiple determinants including knowledge, skills, motivation, and organizational support. Consequently, while system usability may contribute to improved execution of work-related tasks, employee performance outcomes are unlikely to depend exclusively on HRIS usability alone.

The findings are also broadly consistent with several empirical studies reporting positive associations between system usability and performance outcomes. Shamila (2023) and Wibowo et al. (2021) found that system quality dimensions, including usability, were positively associated with employee performance. Similarly, Amiri and Sangar (2024) reported that user-friendly systems contribute to organizational efficiency and performance improvement by reducing administrative complexity. Balić et al. (2022) also observed that system quality characteristics support operational efficiency and organizational effectiveness. These studies collectively support the argument that usability-related system characteristics may facilitate smoother interaction with organizational systems and support work performance processes.

However, the findings of the present study diverge from studies that reported indirect or conditional relationships between system usability and employee performance. For example,

Unggu et al. (2025) and Saputra et al. (2023) found that system quality influenced performance indirectly through mediating variables such as perceived usefulness, user satisfaction, and behavioral acceptance. One possible explanation for the stronger direct relationships observed in the present study may relate to the organizational context of listed manufacturing firms, where HRIS platforms are integrated into routine operational and performance management processes, potentially making the relationship between system usability and perceived employee performance more visible to HR practitioners.

Methodological considerations may also partly explain the exceptionally strong relationships observed in the study. The research relied on self-reported perceptual data collected simultaneously from a single respondent category using standardized Likert-scale measures. Consequently, respondents' overall perceptions regarding HRIS effectiveness may have influenced their assessments of employee performance in a relatively consistent manner, thereby contributing to strong direct statistical associations among the variables. Additionally, the descriptive cross-sectional design employed in the study was primarily intended to establish predictive relationships rather than fully disentangle indirect behavioral or organizational mechanisms that may exist between system usability and different dimensions of employee performance. Accordingly, the findings should be interpreted cautiously as evidence of strong organizational-level statistical associations within the sampled firms rather than definitive proof of isolated causal effects of system usability on all dimensions of employee performance.

5.3.2 Influence of system Integration of HRIS on Employee Performance

The second objective of the study was to determine the influence of system integration of HRIS on employee performance in listed manufacturing companies in Kenya. The findings revealed a positive and statistically significant relationship between system integration and employee performance. This may suggest that compatibility between HRIS and other organizational systems, real-time information sharing, and alignment of HR processes with organizational workflows were associated with more favorable employee performance perceptions within the surveyed firms. In particular, system integration may contribute more directly to task coordination, information accessibility, and operational efficiency, which are closely related to task performance dimensions. However, the extent to which integration influences broader dimensions such as contextual and adaptive performance may depend on additional organizational conditions including

communication culture, managerial support, teamwork practices, and employees' willingness to adapt to integrated systems and processes.

The findings are generally consistent with the DeLone and McLean Information Systems Success Theory, which proposes that system quality characteristics, including integration and interoperability, contribute to system effectiveness and organizational benefits (DeLone & McLean, 2003). Within the context of the present study, respondents who perceived HRIS as more integrated with organizational systems also tended to report more favorable employee performance outcomes. Nevertheless, the theory conceptualizes system success as an interconnected process involving system use, user satisfaction, and organizational outcomes rather than as a purely direct causal relationship. Similarly, Job Performance Theory (Campbell, 1990) emphasizes that employee performance is influenced by multiple determinants beyond technological systems alone, including employee competencies, organizational support structures, and work environment conditions. Consequently, while integrated HR systems may facilitate coordination and information flow, employee performance outcomes are likely shaped by broader organizational dynamics in addition to HRIS integration.

The findings are also broadly consistent with empirical studies emphasizing the importance of system integration in supporting organizational performance outcomes. Amiri and Sangar (2024), Okeyo (2018), and Meteur et al. (2023) found that integrated information systems improve coordination, operational efficiency, and organizational effectiveness. Similarly, Kamau (2022) reported that system integration enhances information sharing and workflow efficiency, thereby supporting improved performance outcomes. These studies collectively suggest that integration-related system characteristics may contribute to smoother operational processes and more effective organizational coordination.

However, some prior studies reported more indirect or conditional relationships between system integration and performance outcomes. For instance, Liao et al. (2023) found that integration translated into performance gains only when supported by organizational capabilities such as absorptive capacity. Likewise, Li and Sandino (2017) observed that the effectiveness of information-sharing systems depended on specific usage conditions, while Akilo and Adegbuaro (2021) emphasized that integration alone may not guarantee improved performance without complementary organizational support mechanisms. The stronger direct relationships observed in

the present study may partly relate to the organizational context of listed manufacturing firms in Kenya, where HRIS integration is embedded within routine operational and performance management processes and may therefore be perceived as more directly linked to organizational efficiency and employee performance outcomes.

Methodological considerations may also partly explain the exceptionally strong relationships observed in the study. The research relied on self-reported perceptual data collected simultaneously from HR practitioners using standardized Likert-scale measures. Consequently, respondents' broader evaluations of organizational HRIS effectiveness may have influenced their assessments of employee performance in a relatively consistent manner, thereby contributing to strong direct statistical associations among the variables. Additionally, the HRIS effectiveness dimensions examined in the study are conceptually related organizational system characteristics derived from the same theoretical framework, which may have increased shared explanatory variance across the constructs. Furthermore, the study employed a direct-effect regression model designed to establish predictive relationships rather than mediated or moderated mechanisms that may exist between system integration and different dimensions of employee performance. Accordingly, the findings should be interpreted cautiously as evidence of strong organizational-level statistical associations within the sampled firms rather than definitive proof of isolated causal effects of system integration on employee performance.

5.3.3 Influence of Information Quality of HRIS on Employee Performance

The third objective of the study was to examine the influence of information quality of HRIS on employee performance in listed manufacturing companies in Kenya. The findings revealed a positive and statistically significant relationship between information quality and employee performance, with information quality emerging as the strongest predictor among the studied HRIS effectiveness dimensions. This may suggest that respondents who perceived HRIS information as accurate, timely, and relevant also tended to report more favorable employee performance outcomes within their organizations. In particular, high-quality HRIS information may have more direct implications for task-related performance by supporting informed decision-making, performance monitoring, and efficient execution of work-related activities. However, the influence of information quality on broader dimensions such as contextual and adaptive performance may also depend on additional organizational and behavioral factors including communication

practices, managerial support, organizational learning environments, and employees' capacity to effectively utilize available information.

The findings are generally consistent with the DeLone and McLean Information Systems Success Theory, which identifies information quality as a central determinant of information systems success (DeLone & McLean, 2003). The theory proposes that accurate, timely, and relevant information enhances system use, user satisfaction, and organizational benefits. Within the context of the present study, respondents who perceived HRIS information as more reliable and useful also tended to report more favorable employee performance outcomes. Nevertheless, the theory conceptualizes these relationships as interconnected processes involving multiple system and behavioral mechanisms rather than purely direct causal pathways. Similarly, Job Performance Theory (Campbell, 1990) emphasizes that employee performance is influenced by multiple determinants including employee knowledge, motivation, competencies, and organizational support structures. Consequently, while high-quality HRIS information may facilitate effective task execution and decision-making, employee performance outcomes are likely influenced by broader organizational and human factors in addition to information quality alone.

The findings are also broadly consistent with several empirical studies emphasizing the importance of information quality in supporting organizational and employee performance outcomes. Abrego Almazán et al. (2017) found that information quality contributes to improved organizational performance by supporting effective decision-making and operational efficiency. Rahmayuni (2017) similarly reported that management information system quality positively influences employee performance. In addition, Johnson et al. (2020) emphasized that accurate and timely HR information supports workforce planning, monitoring, and performance management activities. These studies collectively support the argument that reliable and relevant information may facilitate more effective organizational coordination and employee performance processes.

However, some prior studies reported indirect or conditional relationships between information quality and performance outcomes. For example, Suroso et al. (2018) and Widiatmo et al. (2025) found that information quality influenced performance indirectly through mediating variables such as user satisfaction and system utilization. Similarly, Kautsar and Muslichah (2022) reported that information quality did not significantly affect employee performance unless supported by organizational governance mechanisms. The stronger direct relationships observed in the present

study may partly relate to the organizational context of listed manufacturing companies in Kenya, where HRIS information is integrated into routine workforce management and performance evaluation processes, potentially making the relationship between information quality and perceived employee performance more immediate and visible to HR practitioners.

Methodological considerations may also partly explain the exceptionally strong relationships observed in the study. The research relied on self-reported perceptual data collected simultaneously from a single respondent category using standardized Likert-scale measures. Consequently, respondents' broader organizational perceptions regarding HRIS effectiveness may have influenced their evaluations of employee performance in a relatively consistent manner, thereby contributing to strong direct statistical associations among the constructs. Additionally, the HRIS effectiveness dimensions examined in the study are conceptually related organizational system characteristics derived from the same theoretical framework, which may have increased shared explanatory variance across the variables. Furthermore, the direct-effect regression model employed in the study was designed to establish predictive relationships rather than fully examine mediating or moderating mechanisms that may exist between information quality and different dimensions of employee performance. Accordingly, the findings should be interpreted cautiously as evidence of strong organizational-level statistical associations within the sampled firms rather than definitive proof of isolated causal effects of information quality on employee performance.

5.4 Recommendations

5.4.1 Policy Recommendations

The findings of the study suggest important policy implications for strengthening HRIS effectiveness and enhancing employee performance within Kenya's manufacturing sector. Policymakers should prioritize the development of practical and context-sensitive digital HR frameworks that encourage gradual improvement of HRIS usability, system integration, and information quality across manufacturing firms. In relation to system usability, policy interventions should emphasize feasible measures such as user training support, usability standards, and technical capacity development rather than assuming uniform readiness for advanced HR technologies across all organizations. Regarding system integration, policymakers should support phased digital interoperability initiatives that enable organizations to progressively

integrate HRIS with core operational systems such as payroll, finance, and employee records management while recognizing the existence of infrastructural limitations, legacy systems, cybersecurity concerns, and financial constraints within some manufacturing firms. Additionally, because information quality emerged as the strongest predictor of employee performance, policymakers should strengthen national HR data governance frameworks by promoting standards for data accuracy, timeliness, system auditing, and responsible information management practices. However, successful implementation of these policy measures is likely to depend on organizational readiness, institutional support, technical expertise, and resource availability across the manufacturing sector. Consequently, policy interventions should adopt flexible and progressive implementation approaches that accommodate varying levels of technological maturity among Kenyan manufacturing firms.

5.4.2 Managerial Recommendations

The findings of the study provide several practical implications for managers in listed manufacturing companies regarding enhancement of HRIS effectiveness and employee performance. Managers should prioritize practical and cost-sensitive improvements in HRIS usability by focusing on interventions such as user training, interface simplification, and responsive technical support to enhance employees' interaction with HR systems. In relation to system integration, organizations should adopt phased integration approaches that initially focus on linking HRIS with essential operational systems such as payroll, attendance management, and employee records databases before pursuing broader enterprise-wide integration initiatives. Such an approach may help reduce implementation risks, minimize operational disruptions, and improve organizational adaptability to technological change. Furthermore, because information quality emerged as the strongest predictor of employee performance, managers should strengthen data governance practices through regular data verification, timely system updates, user accountability mechanisms, and periodic audits to improve the reliability and relevance of HR information. Nevertheless, managers should also recognize that successful HRIS implementation and employee performance improvement may be constrained by factors such as financial limitations, varying levels of employee digital competence, organizational resistance to technological change, and broader organizational conditions including leadership practices, employee motivation, and workplace culture. Consequently, HRIS effectiveness should be integrated within broader

organizational performance improvement strategies rather than viewed as an isolated technological solution.

5.4.3 Theoretical Recommendations

The study contributes to theory primarily by providing additional empirical support for the application of the DeLone and McLean Information Systems Success Theory and Job Performance Theory within the context of HRIS effectiveness and employee performance in listed manufacturing firms in Kenya. The findings generally reinforce the relevance of system usability, system integration, and information quality as important dimensions associated with organizational performance outcomes. Additionally, the study contextualizes these theoretical relationships within a developing economy manufacturing environment, an area that has received relatively limited empirical attention in prior HRIS research. However, the study does not seek to fundamentally extend or challenge the underlying theoretical assumptions of the existing models. Instead, its primary theoretical contribution lies in demonstrating the applicability and explanatory relevance of established information systems and performance theories within the specific organizational and contextual realities of Kenyan listed manufacturing firms. The findings therefore provide contextual empirical evidence that may support future comparative and theory-refinement studies examining HRIS effectiveness across different sectors and organizational settings.

5.5 Limitations

Several limitations should be considered when interpreting the findings of this study. First, the study relied on self-reported perceptual data collected from HR practitioners using standardized Likert-scale questionnaires administered at a single point in time. Consequently, there existed a possibility of common method bias, response consistency tendencies, and shared measurement variance, which may have contributed to inflation of the observed statistical relationships among the study variables, particularly the exceptionally high correlation coefficients and explanatory power observed in the regression model. Second, although employee performance constituted the dependent variable, the study relied on HR practitioners as proxy respondents rather than collecting direct employee self-assessments or objective organizational performance measures. As a result, the findings primarily reflect HR practitioners' perceptions regarding employee

performance within their organizations, which may have introduced perceptual bias and limited the extent to which the findings fully capture actual employee performance outcomes. Third, the descriptive cross-sectional research design limited the ability to establish definitive causal relationships among the variables because employee performance is influenced by multiple organizational, managerial, behavioral, and environmental factors beyond HRIS effectiveness alone. Additionally, the direct-effect regression model employed in the study did not explicitly examine possible mediating or moderating mechanisms such as user satisfaction, organizational support, employee motivation, or behavioral intention, which prior studies have shown to influence HRIS-performance relationships. Furthermore, the study focused specifically on listed manufacturing firms in Kenya and examined only three dimensions of HRIS effectiveness, namely system usability, system integration, and information quality. While these dimensions were theoretically grounded and aligned with the study objectives, HRIS effectiveness is a multidimensional construct that may also involve additional technological, behavioral, and organizational factors not examined in the present study. Consequently, caution should be exercised when generalizing the findings beyond the studied organizational and sectoral context. Nevertheless, despite these limitations, the study provides useful contextual evidence regarding the relationship between HRIS effectiveness and employee performance within listed manufacturing firms in Kenya and offers a foundation for future studies employing longitudinal designs, multi-source data collection approaches, objective performance indicators, and more complex mediated or moderated analytical frameworks.

5.6 Suggestions for Further Research

Future studies can build on the findings of this research in several ways. First, researchers may extend the study to other sectors such as services, healthcare, or public institutions to determine whether the observed relationships hold across different organizational contexts. Second, longitudinal studies could be conducted to examine how HRIS effectiveness influences employee performance over time and to establish causal relationships. Third, future research may incorporate additional variables such as organizational culture, user training, technological infrastructure, or user satisfaction to provide a more comprehensive understanding of factors influencing employee performance. Additionally, studies could explore moderating or mediating effects, such as the role

of managerial support or employee competencies, in shaping the relationship between HRIS effectiveness and performance outcomes

5.7 Chapter Summary

This chapter discussed the study findings in relation to the objectives, theoretical framework, and existing literature. It provided a summary of the main results and interpreted how system usability, system integration, and information quality influence employee performance. The chapter also outlined policy, managerial, and theoretical recommendations, highlighted key study limitations, and proposed areas for further research. Overall, the study concludes that HRIS effectiveness significantly enhances employee performance, with information quality emerging as the most influential factor.

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APPENDICES

Appendix I: Letter of Introduction

You are kindly invited to take part in an academic research study titled “Influence of Human Resource Information Systems Effectiveness on Employee Performance in Listed Manufacturing Companies in Kenya.” This study is being conducted by Jackson Kibaara as part of an academic research requirement for a Master’s Degree at Strathmore University. The researcher can be reached via email at Jackson.ndung’u@strathmore.edu or by phone at +254 720 596 770 for any clarification or further information regarding the study.

The objective of this study is to examine how key dimensions of Human Resource Information Systems, namely system usability, system integration, and information quality, influence employee performance within listed manufacturing companies in Kenya. Your participation is important as it will contribute valuable insights that may help improve HRIS utilization and employee performance management in the manufacturing sector.

If you agree to participate, you will be requested to complete a structured questionnaire, which is expected to take approximately 15-20 minutes. All information provided will be handled with strict confidentiality and will be used solely for academic purposes. No individual responses will be disclosed to third parties, and anonymity will be fully maintained.

Participation in this study is entirely voluntary, and you are free to decline participation or omit any question you are not comfortable answering without any consequences.

Should you have any questions or require additional clarification, please feel free to contact Jackson Kibaara.

Thank you for your time and willingness to participate in this study.

Yours sincerely,

Jackson Kibaara

Strathmore University

Appendix II: Participant Information and Informed Consent

PARTICIPANT INFORMATION AND CONSENT FORM

THE INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEM EFFECTIVENESS ON EMPLOYEE PERFORMANCE IN LISTED MANUFACTURING COMPANIES IN KENYA SECTION 1: INFORMATION SHEET

Investigator: Jackson Kibaara Ndung'u

Institutional affiliation: Strathmore Business School (SBS)

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

The general objective of this study is to examine the influence of Human Resource Information Systems (HRIS) effectiveness on employee performance in listed manufacturing companies in Kenya.

The following are the specific objectives of the proposed study:

- 1) To examine the influence of system usability of HRIS on employee performance in listed manufacturing companies in Kenya.
- 2) To determine the influence of system integration of HRIS on employee performance in listed manufacturing companies in Kenya.
- 3) To examine the influence of information quality of HRIS on employee performance in listed manufacturing companies in Kenya.

2.2: Do I have to take part?

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on your demographic details, such as age and gender. You will also provide information related to employee performance and human resource information system (HRIS) at your company. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

2.3: Who is eligible to take part in this study?

- HR professionals/practitioners
- Those aged 18+ years
- Those who do not have any cognitive impairments

2.4: Who is not eligible to take part in this study?

- Those who have cognitive impairments

- Those who are below the age of 18 years

2.5 : What will taking part in this study involve for me?

You will be approached by Jackson Ndung'u and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

2.6 : Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

2.7 : Are there any benefits of taking part in this study?

The information will contribute to a better understanding of how manufacturing companies can use human resource information systems to improve employee performance.

2.8 : What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.9 : Who will have access to my information during this research?

All research records will be stored in securely locked cabinets. That information may be transcribed into our database but this will be sufficiently encrypted and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

2.10 : Who can I contact in case I have further questions?

You can contact me, Jackson Ndung'u, at SBS, or by e-mail (jackson.ndungu'u@strathmore.edu), or by phone +254 720 596770). You can also contact my supervisor, Prof. Joseph Onyango, at the Strathmore Business School, Nairobi, or by e-mail (jonyango@strathmore.edu) or by phone (+254 720 879 706)

If you want to ask someone independent anything about this research please contact:

The Secretary--Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034418

I, _____, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

Participation in the research study

☐

I AGREE to take part in this research

☐

DON'T AGREE to take part in this research

Storage of information on the completed questionnaire

☐

I AGREE to have my completed questionnaire stored for future data analysis

☐

DON'T AGREE to have my completed questionnaire stored for future data analysis

Participant's Signature:

Date: ____/____/____

DD / MM / YEAR

Participant's Name:

Time: ____/____

(Please print name)

HR / MN

I, _____ (Name of person taking consent) certify that I have followed the SOP for this study and have explained the study information to the study participant named above, and that s/he has understood the nature and the purpose of the study and consents to the participation in the study. S/he has been given opportunity to ask questions which have been answered satisfactorily.

Investigator's Signature:

Date: ____/____/____

DD / MM / YEAR

Investigator's Name:

Time: ____/____

(Please print name)

HR / MN

Appendix III: Ethical Approval and NACOSTI License

SU-ISERC Ethical Approval



18th February 2026

Mr Ndung'u Jackson,
Jackson.ndung'u@strathmore.edu

Dear Mr Ndung'u,

RE: The Influence of Human Resource Information System Effectiveness on Employee Performance in Listed Manufacturing Companies in Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** research proposal. Your application reference number is **SU-ISERC3354/26**. The approval period is from **18th February 2026 to 17th February 2027**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, and MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise, that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,


Mr. Ambrose Racherer,
Chairperson; SU-ISERC

NACOSTI License

 REPUBLIC OF KENYA National Commission for Science, Technology and Innovation	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 412273	Date of Issue: 25/February/2026
RESEARCH LICENSE	
	
This is to Certify that Mr., JACKSON KIBAARA NDUNG'U of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: The Influence of Human Resource Information System Effectiveness on Employee Performance in Listed Manufacturing Companies in Kenya for the period ending : 25/February/2027.	
License No: NACOSTI/P/26/4185559	
Applicant Identification Number 412273	Ag. Director General
	NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix IV: Questionnaire

Section A: Demographic Information of Respondents

Kindly provide the following information by indicating the option that best applies to you. The information will be used solely for academic purposes.

1. Please indicate your gender.
 - ☐ Male
 - ☐ Female
 - ☐ Prefer not to disclose
2. Please specify your age category.
 - ☐ Below 25 years
 - ☐ 25–34 years
 - ☐ 35–44 years
 - ☐ 45–54 years
 - ☐ 55 years and above
3. Indicate your highest level of academic qualification.
 - ☐ Diploma
 - ☐ Bachelor's degree
 - ☐ Master's degree
 - ☐ Doctorate
 - ☐ Professional qualification (please specify) _____
4. State your current job designation within the organization.
 - ☐ HR Officer
 - ☐ HR Manager
 - ☐ Senior HR Manager
 - ☐ HR Director
 - ☐ Other (please specify) _____
5. Please indicate the department in which you are currently assigned.
 - ☐ Human Resource Department
 - ☐ Administration
 - ☐ Other (please specify) _____
6. Indicate the length of time you have worked in your current organization.
 - ☐ Less than 1 year
 - ☐ 1–3 years
 - ☐ 4–6 years

- ☐ 7–10 years
☐ More than 10 years
7. Please state your total work experience in human resource–related roles.
☐ Less than 3 years
☐ 3–5 years
☐ 6–10 years
☐ More than 10 years
8. Indicate your current employment status.
☐ Permanent
☐ Contract
☐ Temporary
9. Please indicate the extent to which you utilize the Human Resource Information System (HRIS) in your day-to-day duties.
☐ Very Low
☐ Low
☐ Moderate
☐ High
☐ Very High
10. Indicate the HRIS functional areas you commonly use in your role (tick all that apply).
☐ Payroll management
☐ Recruitment and selection
☐ Performance management
☐ Training and development
☐ Employee records management
☐ Leave management
☐ Other (please specify) _____

Section B: System Usability

Please indicate the extent to which you agree or disagree with the following statements regarding the usability of the Human Resource Information System (HRIS) in your organization.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The HRIS allows HR staff to move easily between different functions without difficulty, enhancing task completion efficiency.	☐	☐	☐	☐	☐

Navigation within the HRIS enables quick access to employee information required for performance-related decisions.	☐	☐	☐	☐	☐
The logical flow of the HRIS reduces time spent searching for information, thereby improving employee productivity.	☐	☐	☐	☐	☐
The HRIS interface is visually clear and well-organized, enabling HR staff to perform their duties accurately.	☐	☐	☐	☐	☐
Information displayed on the HRIS screens is easy to interpret and supports effective monitoring of employee performance.	☐	☐	☐	☐	☐
The clarity of menus, icons, and labels in the HRIS minimizes errors in HR-related tasks.	☐	☐	☐	☐	☐
HR staff can learn how to use the HRIS with minimal training, allowing faster execution of HR functions.	☐	☐	☐	☐	☐
The HRIS is user-friendly, enabling consistent use in managing and evaluating employee performance.	☐	☐	☐	☐	☐
Ease of using the HRIS supports timely completion of HR tasks, contributing to improved employee performance outcomes.	☐	☐	☐	☐	☐

Section C: System Integration

Please indicate the extent to which you agree or disagree with the following statements regarding the level of integration of the Human Resource Information System (HRIS) in your organization.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The HRIS is compatible with other enterprise systems (e.g., payroll, finance, production), enabling efficient execution of HR-related tasks.	☐	☐	☐	☐	☐

Integration between the HRIS and other organizational systems supports accurate evaluation of employee performance.	☐	☐	☐	☐	☐
Compatibility of the HRIS with other systems reduces data duplication, improving overall employee productivity.	☐	☐	☐	☐	☐
The HRIS enables real-time sharing of employee data across departments, supporting timely performance-related decisions.	☐	☐	☐	☐	☐
Real-time access to HR information enhances coordination between departments involved in managing employee performance.	☐	☐	☐	☐	☐
The availability of up-to-date employee information through the HRIS improves responsiveness to performance issues.	☐	☐	☐	☐	☐
The HRIS aligns HR processes with organizational workflows, enhancing consistency in employee performance management.	☐	☐	☐	☐	☐
Integration of HR processes through the HRIS supports standardized performance appraisal and monitoring practices.	☐	☐	☐	☐	☐
Alignment of HRIS-supported processes with operational activities improves efficiency in managing employee performance.	☐	☐	☐	☐	☐

Section D: Information Quality

Please indicate the extent to which you agree or disagree with the following statements regarding the quality of information generated by the Human Resource Information System (HRIS) in your organization.

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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The HRIS maintains accurate employee records that support reliable assessment of employee performance.	☐	☐	☐	☐	☐
Information generated by the HRIS is free from errors and inconsistencies that could affect performance-related decisions.	☐	☐	☐	☐	☐
Accurate HRIS records enhance fairness and objectivity in employee performance evaluation.	☐	☐	☐	☐	☐
Employee information in the HRIS is updated in a timely manner to support effective performance management.	☐	☐	☐	☐	☐
Timely availability of HRIS information enables prompt identification and resolution of performance issues.	☐	☐	☐	☐	☐
Up-to-date HRIS data improves decision-making related to employee performance and development.	☐	☐	☐	☐	☐
HRIS reports are relevant to employees' job roles and performance expectations.	☐	☐	☐	☐	☐
Information generated by the HRIS supports alignment between employee tasks and organizational performance objectives.	☐	☐	☐	☐	☐
Relevant HRIS reports assist HR professionals in monitoring and improving employee performance outcomes.	☐	☐	☐	☐	☐

Section E: Employee Performance

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
HRIS tools enable employees to complete their assigned tasks efficiently and accurately.	☐	☐	☐	☐	☐
The availability of HRIS information enhances employees'	☐	☐	☐	☐	☐

ability to meet performance targets.					
Employees perform their core job responsibilities effectively due to support from HRIS.	☐	☐	☐	☐	☐
HRIS usage encourages employees to voluntarily assist colleagues and contribute to team objectives.	☐	☐	☐	☐	☐
Employees demonstrate organizational citizenship behaviors, such as supporting HR initiatives, facilitated by HRIS.	☐	☐	☐	☐	☐
Effective use of HRIS strengthens employees' commitment to organizational goals and norms.	☐	☐	☐	☐	☐
Employees adjust effectively to changes in work processes supported by the HRIS.	☐	☐	☐	☐	☐
HRIS helps employees acquire new skills and adapt to evolving performance requirements.	☐	☐	☐	☐	☐
Employees demonstrate flexibility and problem-solving in response to HRIS-generated information.	☐	☐	☐	☐	☐

Appendix V: Listed Manufacturing Companies in Kenya

1. B.O.C Kenya Ltd
2. British American Tobacco Kenya
3. Carbacid Investments Ltd
4. East African Breweries Ltd
5. Mumias Sugar
6. Unga Group Plc
7. Eveready
8. AMAC
9. Flame Tree Group
10. Shri Krishna Overseas Ltd