ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE



THE EFFECT OF HUMAN RESOURCE INFORMATION SYSTEM (HRIS) IMPLEMENTATION ON EMPLOYEE PERFORMANCE.

THE CASE OF DASHEN BANK S.C.

A THESIS SUBMITTED TO SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR DEGREE MASTERS OF ARTS IN HUMAN RESOURCE MANAGEMENT

Advisor's Name: Dr. Solomon Markos

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May, 2026

Addis Ababa, Ethiopia

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Declaration

I, Jemal Kassaw Adem, declare that the thesis entitled "**The effect of Human Resource Information System (HRIS) implementation on employee performance. a case of Dashen bank s.c."** is my original work. I have carried out the study independently with the guidance and support of my research advisor, Dr. Solomon Markos. All sources utilized in this study have been properly acknowledged. Furthermore, this study has not previously been submitted for any Degree or Diploma award at this or any other institution.

Jemal Kassaw.

Signature: _____

Date: _____

Statement of Certification

I certify that Jemal Kassaw Adem has carried out his research work under my guidance on the topic of **"The effect of Human Resource Information System (HRIS) implementation on employee performance. a case of Dashen bank s.c."** This work is suitable for submission as a partial fulfillment requirement for the award of Master's Degree in Human Resource Management.

Date: _____

Signature: _____

Advisor: Dr. Solomon Markos,

Addis Ababa University, School of Commerce

Acknowledgement

First and foremost, I thank Almighty Allah for granting me strength, patience and guidance throughout my studies.

I would like to express my sincere gratitude to my advisor Dr. Solomon Markos, for his invaluable guidance and continuous support throughout my research process.

My special thanks also to Dashen Bank management and employees for their cooperation and support during data collection.

I am deeply grateful to my beloved mother, my wife Temritu Ayalew, and my daughters Rushda Jemal, Huda Jemal, and Rufaida Jemal for their endless love, encouragement and support.

Finally, I dedicate this work to the memory of my beloved father, who passed away on May 4,2018 Ethiopian Calendar. Despite his difficult condition his strength and prayers always inspired me throughout my studies. May Almighty Allah grant him mercy and eternal Paradise / Jannet.

Jemal Kassaw

May,2026

Statement of Approval Sheet

This thesis entitled **"The Effect of Human Resource Information System (HRIS) on Employee Performance The Case of Dashen Bank"** prepared by Jemal Kassaw has been examined and approved as fulfilling the requirements for the Degree of Master of Arts (MA) in Human resource management department.

Signed by the Examining Committee

1. Advisor _____Signature _____ Date_____

2. External Examiner Warkaw Legesse (PhD) Signature  Date 18/06/2026

3. Internal Examiner _____ Signature _____ Date_____

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Abbreviation And Acronym

COBIT= Control Objectives for Information and Related Technologies

DSA = Decision support and Analytics

EP = Employee Performance.

GS = Governance and Security

HRIS= Human Resource Information System

IQ = Information Quality

SA = Strategic Alignment

SQ = System Quality

Abstract

Human Resource Information Systems (HRIS) are increasingly used to improve organizational efficiency and employee performance by automating human resource functions. Despite growing HRIS adoption in Ethiopian banks, limited empirical evidence exists regarding its effect on employee performance, particularly at Dashen Bank S.C. Therefore, this study examined the effect of HRIS implementation on employee performance at Dashen Bank S.C. The study assessed six HRIS dimensions: system quality, information quality, service quality, strategic alignment, decision support and analytics, and governance and security. A descriptive and explanatory research design with a concurrent mixed method approach was employed. Data were collected through structured questionnaires and semi structured interviews. A census survey of 107 employees in HR related departments was conducted, and 99 valid responses were analyzed. Quantitative data were analyzed using descriptive statistics, correlation, and multiple regression analyses, while qualitative data were analyzed thematically. The findings showed positive employee perceptions of HRIS implementation across all dimensions. Correlation results indicated positive associations between all HRIS dimensions and employee performance. Regression analysis revealed that system quality, information quality, decision support and analytics, and governance and security significantly and positively affected employee performance, whereas service quality and strategic alignment were not statistically significant. Interview results further indicated that HRIS improved operational efficiency, information accessibility, and coordination. The study concludes that effective HRIS implementation enhances employee performance and that system quality, information quality, decision support and analytics, and governance and security are key determinants of performance. The study recommends strengthening technical support services and providing continuous HRIS training to enhance employees' ability to effectively utilize the system. Furthermore, it recommends improving system flexibility and analytical capabilities, as well as enhancing governance and security mechanisms, to maximize employee performance.

Keywords : strategic alignment, decision support and analytics and Governance and security

CHAPTER ONE

INTRODUCTION

1.1 Background of The Research

Across the world digital transformational is changing how HR functions operate. Human Resource Information System (HRIS) help modernize HR processes and improve employee performance (Saifullah, 2020). the practical impact of HRIS in Ethiopian banking institutions particularly at Dashen Bank has not has not been clearly examined.

HRIS have developed over several times as banks looked more efficient ways to manage employee data and support strategic human resource management. The early foundations of HRIS date back to the 1960s and 1970s, when large corporations in the United States and Europe began using computerized payroll and personnel record systems to automate administrative tasks (DeSanctis, 1986,) The first widely documented HRIS framework was proposed by (DeSanctis, 1986,) who emphasised integrating HR functions such as staffing, performance appraisal and compensation into computerized systems. During the 1980s and 1990s, HRIS implementation expanded with improvements in database technology, enabling organisations to store, process and analyse large volumes of HR data for strategic decision making (Hendrickson, 2003). Today, HRIS is no longer limited to administrative tasks it supports planning, performance management and strategic decision making in many banks.

Globally, HRIS has become an essential component of digital transformation in government, public and private banks. HRIS reduces workload. It also speeds up HR processes and improves decision making. it increases data accuracy and supports employee performance. (Azah, 2022).

In Africa, HRIS implementation is increasing rapidly as organisations modernise HR practices to enhance operational productivity. Studies from Ghana, Kenya, Nigeria and South Africa indicate that HRIS positively affects employee performance. When supported by proper training, infrastructure and managerial commitment (Muriithi, 2021).many banks still face challenges such as limited technical skills, weak system integration and unreliable internet access. Financial constraints also affect the effective use of these systems. (Olatunde, 2023).

In Ethiopia the implementation of HRIS is young. emerging as part of broader government and corporate digital transformation initiatives. The Ethiopian banking sector, in particular, has experienced rapid modernization over the past two decades with the introduction of core banking systems, digital payment solutions and HR digital platforms. research indicates that many banks continue to struggle with HRIS implementation challenges, including limited user competence, inadequate system training, insufficient IT support and poor alignment between HRIS capabilities and existing HR processes (Abebe, 2021).

All commercial bank head quarter found in Addis Ababa. customer expectations have pushed banks to implement HRIS. As per Dashen Bank's motto **"Always One Step Ahead!"** It implemented HRIS to improve performance appraisals, record management, and HR planning. But no empirical study has examined HRIS's impact on employee performance at Dashen Bank. Most Ethiopian studies have focused on general HR practices without examining HRIS in detail (Shibru, 2020).

Digital systems have become more common in the banking sector. The specific contribution of HRIS to employee performance is still not well understood. This makes it important to examine how HRIS implementation influences employee outcomes, particularly in the context of Dashen Bank S.C.

1.2 Statement of the Problem

HRIS have become increasingly important in modern banks because they support the automation of human resource functions, improve communication, enhance decision making and increase bank efficiency. HRIS enables banks to manage activities such as recruitment, payroll administration, employee records, training and performance appraisal more effectively. HRIS improves operational efficiency, reduces administrative workload and enhances employee productivity by allowing employees to focus more on strategic and productive activities rather than routine administrative tasks (Abdulrahman, 2022). International research also reports a positive relationship between HRIS implementation and bank performance. The outcomes may differ depending on system implementation, bank support and employee acceptance ((Peter, 2021)

The DeLone and McLean Information Systems Success Theory explains that system quality, information quality and service quality significantly influence employee performance because reliable and user friendly systems enable employees to perform tasks efficiently and accurately (McLean., 2008). Accurate and timely information maximizes employee effectiveness in work related activities and decision making (McLean., 2008).

In African countries such as Kenya, Ghana and Nigeria, HRIS implementation has improved efficiency, communication and data management. With a lots of draw backs like Infrastructure limitations, resistance to change, limited technical skills and weak system integration. Such draw backs continue to affect HRIS effectiveness in many banks (Boateng, 2020).

In our country Ethiopia banks are increasingly adopting digital systems to modernize HR functions. Research conducted in public health institutions found that HRIS improved efficiency, data management and decision making, while inadequate infrastructure, limited technical skills and poor system utilization reduced its effectiveness (Kiros, 2018).

Research conducted at the Commercial Bank of Ethiopia reported that HRIS improved efficiency and reduced manual work through the integration of HR functions, but network interruptions, lack of awareness and continued reliance on manual systems limited its contribution to employee performance (Midekisa, 2023) .

In Ethiopian Airlines also showed that HRIS was mainly used for administrative activities such as recruitment and record keeping, while strategic HR functions in the company such as employee development and succession planning received limited attention. Lack of training and insufficient technical support further reduced HRIS effectiveness (Tsegay, 2019). Research conducted in public sector banks in Addis Ababa identified poor infrastructure, financial limitations, inadequate technical skills and weak management commitment as factors affecting successful HRIS implementation (Kebede, 2017).

Research related to HRIS implementation in Ethiopia remains limited, particularly in the banking sector. Existing research mainly focused on bank efficiency, digital transformation and general HR practices. HRIS were not sufficiently examined as a distinct factor of employee performance. Research conducted by (Yonas, 2021) reported that technological implementation improved operational efficiency in Ethiopian banks.

Many study did not sufficiently examine how HRIS dimensions influence employee performance. Research by (Shibru, 2020) identified training, compensation and leadership as determinants of employee performance in Ethiopian financial institutions. But shibru's did not consider the influence of digital HR systems such as HRIS. Existing research also gave priority to system quality, information quality and service quality. But limited emphasis to strategic alignment, decision support and analytics, governance and security dimensions. Methodologically, most previous studies focused mainly on descriptive statistics and limited emphasis to inferential statistical analysis and multidimensional employee performance like strategic alignment, decision support and analytics, governance and security.

Dashen Bank has introduced different HRIS components as part of its digital transformation strategy and investment in technology based HR functions. The bank has invested in digital HR systems to improve operational efficiency and support employee related activities. Empirical evidence explaining whether HRIS implementation has improved employee performance in the bank remains limited. Existing local research has not specifically examined how system quality, information quality, service quality, strategic alignment, decision support and analytics, governance and security influence employee performance in Dashen Bank. This creates contextual, methodological and theoretical gaps regarding the contribution of HRIS implementation to employee performance in the Ethiopian banking sector. To address the above

problems and identified gaps this study was answered the following following research questions.

1.3 Research Questions

1. How does HRIS system quality affect employee performance in Dashen Bank S.C.?
2. How does HRIS information quality affect employee performance in Dashen Bank S.C.?
3. How does HRIS service quality affect employee performance in Dashen Bank S.C.?
4. How does HRIS strategic alignment affect employee performance in Dashen Bank S.C.?
5. How does HRIS decision support and analytics affect employee performance in Dashen Bank S.C.?
6. How does HRIS governance and security affect employee performance in Dashen Bank S.C.?

1.4 Research Objective

1.4.1 General Objective

To examine the effect of Human Resource Information System (HRIS) implementation on employee performance in Dashen Bank S.C.

1.4.2 Specific Objectives

1. To examine the effect of system quality on employee performance in Dashen Bank S.C.
2. To assess the effect of information quality on employee performance in Dashen Bank S.C.
3. To determine the effect of service quality on employee performance in Dashen Bank S.C.
4. To evaluate the effect of strategic alignment on employee performance in Dashen Bank S.C.
5. To explore the effect of decision support and analytics on employee performance in Dashen Bank S.C.
6. To assess the effect of governance and security on employee performance in Dashen Bank S.C.

1.5 Delimitation of the Research

This study focused on the effect of Human Resource Information System (HRIS) on employee performance at Dashen Bank S.C. The research was limited to the Head Office of Dashen Bank in Addis Ababa, Ethiopia. Branches and other regional offices were not included.

The study was also delimited to employees who worked with HRIS on a daily basis. These employees were based in the following units Human Resource Operations, HR Services, Payroll, Talent Acquisition, Performance Management and Training and Development. Other employees who did not use HRIS, as well as individuals outside the bank, were excluded from the study.

The research examined six dimensions of HRIS system quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security. The study investigated how these dimensions affected employee performance. Employee performance was understood in terms of how well individuals carried out their jobs, how they worked with others and how they adapted to changes.

The study did not consider other factors that may influence employee performance. It focused exclusively on HRIS implementation and its relationship with employee performance at Dashen Bank S.C.

1.6 Limitation of the Study

This study had several limitations. First the research was limited to a single head office of one bank in Addis Ababa. Staff from branch offices, regional operations or other banks were not included. the findings may not applicable for other workplaces or other industries.

This thesis looked at six parts of HRIS. It did not include other important things that affect how well people work, such as good leadership, feeling motivated, or the workplace atmosphere. Because of this, about 42% of what affects employee performance is still not explained by this study. The number of people who participated was also small these were 99 in number. Service quality and strategic alignment did not show a clear, direct effect on performance, but this does not show they are useless. They may work through other factors that did not measure in this study. The study also focused only on selected HRIS factors such as system quality, information

quality, service quality, strategic alignment, decision support and analytics and governance and security. Other factors that may affect employee performance, including leadership style bank culture, motivation, and training were not included in the study.

1.7 Significance of the Research

This study contributes to the existing body of knowledge by providing empirical evidence that Human Resource Information System (HRIS) dimensions significantly improve employee performance. The findings confirm the positive contribution of system quality, information quality, governance and security, and decision support and analytics to employee effectiveness. The study offers practical guidance for HR managers by identifying key HRIS areas that require improvement and supports better organizational decision making processes. It also highlights the importance of governance and security in strengthening HRIS reliability and enhancing employee trust in digital systems. Furthermore, the study provides useful insights for Ethiopian policymakers in designing stronger digital HR strategies, improving technological infrastructure, and promoting effective HRIS adoption across organizations. The findings raise awareness of the importance of strategic alignment and demonstrate the impact of HRIS on productivity, efficiency, coordination, and teamwork. In addition, the study identifies other factors, such as leadership, employee motivation, and organizational culture, which account for the remaining variation in employee performance. The research creates opportunities for future studies to explore additional organizational and behavioral factors influencing performance. Finally, the study supports organizational learning and continuous improvement at institutions such as Dashen Bank by emphasizing the importance of employee training, technical support, and sound governance practices, while providing managers with actionable insights to maximize the value and effectiveness of HRIS investments.

1.8 Definition of Key Words

1. **Strategic alignment** is the extent to which HRIS supports and aligns with the strategic goals (Henderson & Venkatraman, 1993).
2. **Decision support and analytics** is the ability of HRIS to generate reports and analyze data. (Power, 2002).

3. **Governance and security** refer to the policies and controls used to ensure the confidentiality of HRIS data (ISACA, 2012).

1.9 Organization of the Research

This research is organized into five chapters, and each chapter focuses on a different part of the study.

Chapter One introduces the research by explaining the (HRIS) dimensions and their connection with employee performance. It also presents the research problem, objectives, research questions, and the significance of the study.

Chapter Two reviews related literature about HRIS implementation and employee performance by discussing important concepts and theories from international, African, and Ethiopian contexts.

Chapter Three described the research methodology that was used. It explained the research design, the target population, the sample size and the sampling techniques. The chapter also outlined where the data came from, what tools were used to collect it and the steps followed to gather the data. It covered the reliability test, the methods used to analyze the data and the ethical considerations that were followed throughout the research process.

Chapter Four focused on the analysis, presentation and interpretation of the data collected from the respondents. The data were analyzed using appropriate statistical and descriptive methods and the results were shown through tables, figures and written explanations. The result were then discussed in relation to the research objectives, the research questions and the conceptual framework of the research.

Chapter Five gave a summary of the main findings of the research. It drew conclusions based on the results of the data analysis and the original objectives of the research. The chapter also offered practical recommendations for management, policymakers and practitioners on how to put HRIS into practice effectively. Finally, it put forward suggestions for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Human Resource Information System (HRIS)

A Human Resource Information System (HRIS) is an integrated system designed to collect, store, manage and analyze human resource data to support bank decision making (Michael, 2018). It combines human resource management (HRM) and information technology (IT) to enhance efficiency, accuracy and strategic HR functions.

According to (DeSanctis, 1986,) HRIS refers to a computerized system used to acquire, store, manipulate, analyze, retrieve and distribute information related to an bank's human resources. Modern HRIS extends beyond administrative tasks such as payroll and record keeping to include recruitment, training, performance management and strategic planning.

2.1.2 HRIS Implementation

HRIS implementation refers to the process of adopting, installing, integrating and using HRIS applications within an bank to support HR activities and improve bank performance (Troshani, Jerram, & Hill, 2011). Successful implementation depends on system quality, user acceptance bank support and service infrastructure.

2.1.3 Employee Performance

Employee performance refers to the degree to which employees accomplish assigned tasks effectively and efficiently in line with bank goals (Armstrong, 2020). It includes dimensions such as productivity, work quality, timeliness, accuracy and job effectiveness. HRIS contributes to employee performance by improving access to information, reducing administrative burden and supporting performance appraisal and training systems.

2.2 Theoretical Review

2.2.1 DeLone and McLean Information Systems Success Theory

The DeLone and McLean Information Systems Success Theory (2003) provided a broad framework for evaluating the success and effectiveness of information systems and it was highly relevant to this research. The theory was first developed by William H. DeLone and Ephraim R.

McLean in 1992 and was later revised in 2003 to include changes in information technology and bank practices. The revised model combined six related dimensions of information system success system quality, information quality, service quality, use or intention to use, user satisfaction and net benefits.

The theory explained how different quality dimensions of an information system affected its effectiveness and outcomes. System quality referred to the technical performance of the system, such as ease of use, reliability and response time. Information quality referred to the accuracy, relevance, completeness and timeliness of the information generated by the system. Service quality referred to the level of support given to users, including responsiveness, technical assistance and training.

For this research, the DeLone and McLean theory was adapted to focus on three quality dimensions system quality, information quality and service quality, together with strategic alignment, decision support and analytics and governance and security as the main independent variables. The constructs of use and user satisfaction were not directly examined because the HRIS being studied was treated as a mandatory system where employee usage behavior remained similar among users. Employee performance was considered as the net benefit gained from the implementation of the HRIS.

The theory provided a theoretical foundation for explaining how improvements in HRIS quality dimensions enhanced employee performance.

High system quality improved ease of use and work efficiency. High information quality supported accurate and timely decision making.

The DeLone and McLean model helped me to understand how an HRIS work like system quality, information quality, and service quality. But the theory has limits. Some ideas like user satisfaction and net benefits are difficult to measure. Because they depend on how people feel and the situation in each organization.

The theory also focused mainly on system related factors and gave less attention to external influences such as bank culture, leadership, employee skills and work environment. Another limitation was that the relationship between system use and performance was not always clear in

practice. In mandatory systems such as HRIS, all employees had to use the system as part of their work.

2.2.2 Technology Acceptance Theory (TAM)

The Technology Acceptance Theory (TAM) offers a theoretical basis for understanding how users accept and use information systems. It is directly relevant to this study. Developed by Fred D. Davis in 1989, TAM explains the elements of technology adoption. According to the theory, users' acceptance of a system is primarily shaped by two factors considered usefulness and considered ease of use.

Usefulness refers to the degree to which an individual believes that using a particular system will improve their job performance. Ease of use refers to the extent to which the individual believes that using the system will be effortless. These perceptions influence users' attitudes toward the system, which in turn affect their intention to use it and their actual usage behavior.

Slightly apply TAM to argue that employees are more likely to use HRIS effectively when they perceive it as both useful and easy to use. the research not directly measure behavioral intention or actual system use, the concepts of considered usefulness and considered ease of use reflected in the quality dimensions of HRIS. Specifically, system quality influence considered ease of use while information quality influence considered usefulness. By applying TAM, this research explain how employees' perceptions of HRIS contribute to improved performance. When employees find a system easy and helpful, they use it better. It leads to faster work and stronger performance.

2.2.3 IT Governance Theory

IT Governance Theory explains how organisations guide and control the use of their information systems. IT governance is about making sure systems are managed responsibly and securely.

In this study, I used IT governance theory to explain why governance and security are treated as major factors. good governance keeps data safe from people who shouldn't see it. It also makes sure the system is being used properly everyone follows the organization's rules. When employees feel their information is protected they're much more willing to use it.

Control Objectives for Information and Related Technology (COBIT) is a practical guide for managing IT. It tells us who decides what, who's responsible, and how to handle risks. Its focus on security and compliance makes it perfect for banks. When banks use COBIT they manage systems better protect data, and reduce risks.

HRIS governance and security play an important role in protecting employee data and organisational information. Governance means setting clear rules and responsibilities. security ensures protection against unauthorised access and risks. they create a reliable system that employees trust higher productivity and stronger organisational outcomes. HRIS governance and security also contribute to improved employee performance and better organisational results.

2.2.4 Resource Based View (RBV) Theory

The Resource Based View (RBV) is a theory that explains how the resources a bank owns like its people, systems, and knowledge can shape its success.it is first introduced by Birger Wernerfelt in 1984 and later expanded by Jay Barney in 1991. RBV shows that when organisations use their unique resources wisely. RBV builds on the idea that banks achieve superior performance when they possess and effectively utilize resources that are valuable, rare, inimitable and non substitutable (VRIN).

RBV explains how Human Resource Information System (HRIS) can be assumed as a strategic bank resource. HRIS serves not only as a technological tool but also as a capability that enhances employees' access to information, improves efficiency and supports decision making. the effectiveness of HRIS depends on how well it is integrated into bank processes and how it enhances employee capabilities. In this research, HRIS related dimensions such as

- ✓ system quality,
- ✓ information quality,
- ✓ service quality,
- ✓ strategic alignment,
- ✓ decision support and analytics and
- ✓ governance and security are viewed as bank capabilities derived from HRIS implementation.

These capabilities enable employees to perform their tasks more efficiently, collaborate more effectively and adapt to changing work environments. Consequently, the improved use of these capabilities leads to enhanced employee performance.

RBV is developed as the guiding theoretical mirror of this research. It offers an main explanation of how HRIS capabilities translate into performance outcomes. While other theories explain specific aspects of HRIS effectiveness, RBV integrates these perspectives by emphasizing that the combined effect of technological, informational and bank capabilities creates value for the bank.

HRIS becomes valuable when it supports employees with accurate information, improves coordination and enhances decision making. The benefit depends on how well the system is integrated into bank processes.

The Resource Based View (RBV) theory explained that banks achieved better performance when they effectively used their valuable resources and capabilities. The theory focused on internal resources such as technology, employee skills, knowledge and bank systems as important sources of competitive advantage. In banks like Dashen , the Human Resource Information System (HRIS) is considered as a strategic resource because it improves information management and employee performance. Resource Based View (RBV) of HRIS is a unique asset that strengthens performance and supports organisational success. When banks apply effective HRIS practices, they protect sensitive data, build employee trust, and create a reliable system.

2.2.5 Decision Support Systems (DSS)

Decision Support Systems (DSS) help explain how information systems make decision making easier and more effective in banks. DSS was first introduced by Michael S. Scott Morton in the early 1970s and later expanded by researchers Peter G. W. Keen and Daniel J. Power. DSS are computer based systems that provide useful data and models to support people in making better decisions.

banks can strengthen the quality of their decisions by giving managers and employees access to timely, accurate, and relevant information. Decision Support Systems (DSS) help to figure out what's going wrong, predict what might happen next and compare different options. This means a person can make decisions faster.

In this study, Human Resource Information System (HRIS) are considered a type of DSS. HRIS support decisions related to workforce planning, performance reviews, training needs, and forecasting. HRIS allow managers and employees to generate reliable reports, spot trends, and gain insights that guide their work decisions. Using the DSS framework. This study shows how HRIS improve employee performance by maximizing decision quality, reducing uncertainty, and increasing efficiency in daily tasks.

2.3 Empirical Review

Studies conducted in both developed and non developed countries show that HRIS reduces administrative workload and enables employees to complete tasks more quickly and accurately. Employees can spend less time on routine administrative activities and more time on productive and strategic tasks.

Many empirical research is based on the DeLone and McLean Information Systems Success Theory, particularly the dimensions of system quality, information quality and service quality. System quality, which includes usability, reliability and responsiveness, improves employee performance. Employees can use the system with fewer interruptions and greater efficiency (DeLone & McLean, 2003). When HRIS functions smoothly, employees are able to complete HR related activities faster and with fewer errors. Information quality also plays an important role because accurate, timely and relevant information supports effective decision making and reduces uncertainty in task execution (McLean., 2008). Employees perform better when they have access to reliable information for daily work activities. service quality strengthens employee performance through technical support and training that improve employees' confidence and ability to use HRIS effectively (Urbach, Nils, & Benjamin Müller, 2012). the current study show that technical and support related aspects of HRIS can directly influence employee work outcomes.

Despite these contributions, previous studies focused mainly on the technical quality dimensions of HRIS while giving limited attention to strategic and bank factors. HRIS implementation is not only a technological issue but also a strategic bank process that requires alignment with bank goals and effective governance structures. Studies on strategic alignment indicate that HRIS becomes more effective when it supports bank and HR objectives such as workforce planning, talent management and performance management (Chan, Yolande E., Rajiv Sabherwal, & Jason

B. Thatcher., 2006). HRIS can improve employee performance not only through operational efficiency but also through better strategic coordination of HR activities.

Research on Decision Support Systems shows that HRIS can really help employees perform better. By offering practical tools like reporting, forecasting, and performance evaluation (Power, 2002)..

These offering give managers the information they need to plan better, solve problems, and make decisions effectively.

Governance and security are also really important for HRIS. Studies on IT Governance show that clear rules, strong security, and good policies make systems more dependable and build user trust (Weill, Peter, & Jeanne W. Ross., 2004). If employees trust that the HRIS is secure and well managed, they'll use it regularly. Therefore employees can depend on the system to support their tasks without hesitation.

Empirical studies conducted in different countries further support the relationship between HRIS implementation and performance outcomes. (SULISTYO, 2018) found that HRIS implementation in Indonesian banks improved time efficiency, communication and managerial satisfaction. that effective HRIS implementation can enhance employee activities and workplace efficiency. the study mainly focused on bank outcomes rather than directly examining employee performance, which creates a gap that the current study seeks to address.

Studies conducted in Ethiopia also highlight the growing importance of HRIS in bank performance. (Kiros, 2018) found that HRIS improved efficiency, data management and decision making in public health institutions. inadequate infrastructure, limited technical skills and poor system utilization reduced the effectiveness of HRIS. the benefits of HRIS depend not only on system availability but also on employees' technical capability and bank readiness.

(Midekisa, 2023) reported that HRIS in the Commercial Bank of Ethiopia improved efficiency and reduced manual work by integrating HR functions. the continued reliance on manual systems, lack of awareness and network interruptions limited the effectiveness of HRIS in improving employee performance. banks may fail to achieve the full benefits of HRIS when employees are not adequately trained or when the system is not fully utilized.

Research conducted in Ethiopian Airlines by (Tsegay, 2019) also showed that HRIS was mainly used for administrative activities such as recruitment and record keeping while strategic HR functions such as employee development and succession planning received limited attention. The study further revealed that lack of training and insufficient technical support reduced the effectiveness of HRIS. This finding is relevant to the current study because it shows limited strategic use of HRIS may reduce its contribution to employee performance.

Other Ethiopian studies identified implementation challenges affecting HRIS effectiveness. Research conducted in public sector banks in Addis Ababa found that HRIS improved coordination and decision making, but poor infrastructure, financial limitations and inadequate technical skills limited its contribution to employee performance. (Kebede, 2017) found low levels of HRIS implementation readiness due to weak infrastructure, poor logistics, limited financial resources and inadequate management. Successful HRIS implementation requires not only technological investment but also bank support and employee preparedness.

The empirical review reveals several gaps in previous studies. First, many studies concentrated mainly on system quality, information quality and service quality while giving limited attention to strategic alignment, decision support and analytics and governance and security dimensions. Second, most studies looked at how HRIS affects overall bank performance but not specifically how it affects employee performance. Third, there's not much real evidence from in Ethiopia especially in the banking sector like Dashen Bank.

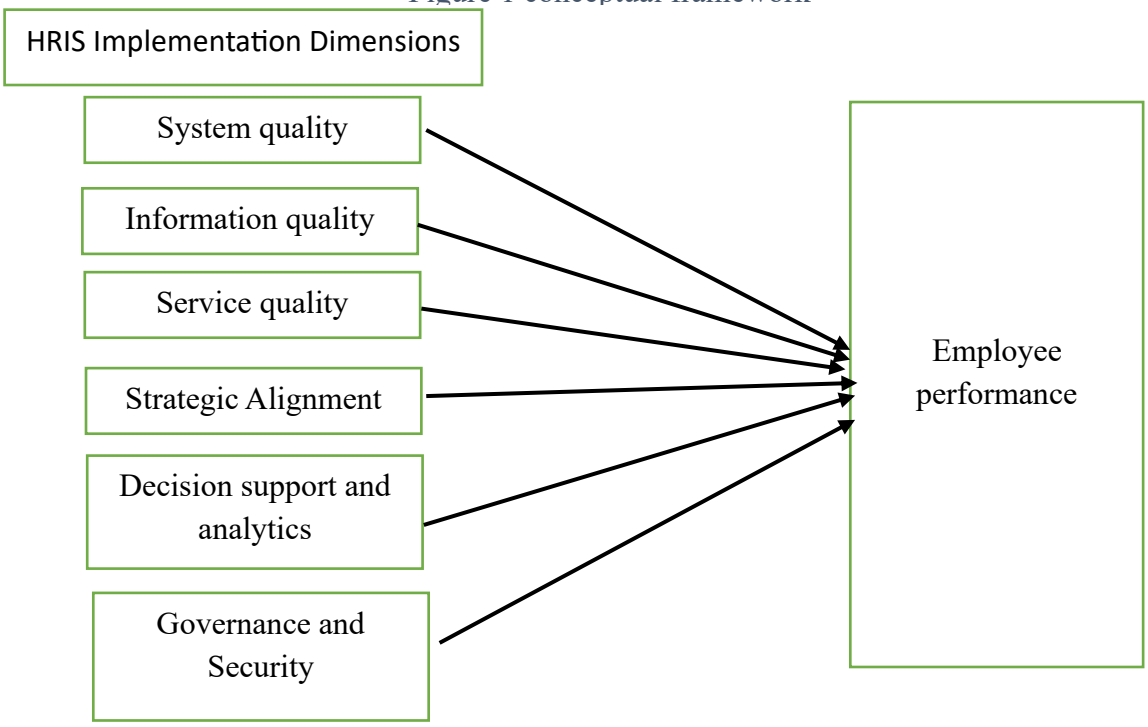
Also, earlier studies mostly just described things. They talked about how HRIS was set up, but they didn't run deep statistical tests to show how HRIS impacts employee performance. In the other way they explained the situation but they never measured how strong the link is between HRIS and employee performance. Most researchers depended more on the DeLone and McLean Information Systems Success Theory without integrating other relevant theories. like Resource Based View, Decision Support Systems theory and IT Governance theory. employee performance was not comprehensively measured in many studies because only a few researchers applied multidimensional frameworks such as Individual Work Performance.

My study aims to address these theoretical, contextual and methodological gaps by examining how different dimensions of HRIS implementation influence employee performance in Dashen Bank.

2.4 Conceptual frame work

This study proposes a conceptual frame work examined the relationship between HRIS implementation and employee performance. The independent variables include system quality, information quality. Service quality, strategic alignment, decision support and analytics and governance and security. The dependent variable is employee performance. The framework will assume that improvement in HRIS dimensions will lead to improve employee performance in terms of task efficiency, collaboration and adaptability The conceptual model is developed based on the DeLone and McLean Information Systems Success Theory and the Resource Based View (RBV)

Figure 1 conceptual framework



Source Self constructed

2.5 Hypothesis of The Study

Based on the theoretical and empirical literature reviewed, the following hypotheses were formulated to guide the study.

1. H1: System quality has positive significance effect on Employee performance
2. H2 : Information quality has positive significance effect on Employee performance.
3. H3 : Service quality has positive significance effect on Employee performance.
4. H4 : Strategic alignment has positive significance effect on Employee performance.
5. H5 : Decision support and Analytics has positive significance effect on Employee performance.
6. H6 : Governance and Security has positive significance effect on Employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

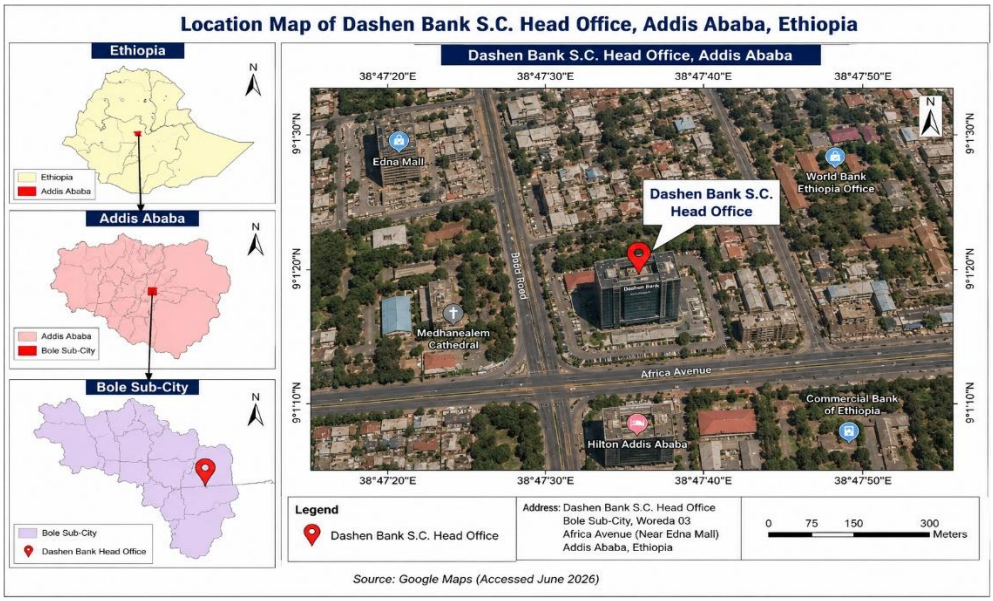
3.0 Description Of The Bank

This study was conducted at Dashen Bank S.C. Head Office in Addis Ababa, Ethiopia. The head office serves as the Bank's central administrative and operational center and houses key departments responsible for human resource management, payroll, recruitment, performance management, and training. Since these departments are the primary users of the Human Resource Information System (HRIS), the head office was selected as the study site.

Dashen Bank S.C. was established in September 1995 and is one of the largest private commercial banks in Ethiopia. Named after Mount Dashen, Ethiopia's highest mountain, the Bank aims to become the "Best-in-Class Bank in Africa" by 2030. As of December 2025, it had total assets exceeding Birr 254 billion and operated more than 900 branches nationwide.

With over 20,000 employees, Dashen Bank relies on effective human resource management and technology to support its workforce. Given the Bank's ongoing digital transformation and growing focus on operational efficiency, examining the effect of HRIS implementation on employee performance is both relevant and important.

Figure 2 Location of Dashen Bank



3.1 Study Design

A descriptive and explanatory research design was used to examine the effect of Human Resource Information System (HRIS) implementation on employee performance at Dashen Bank. The use of these two research designs helped the study to gain a better understanding of the research problem by describing the existing situation and explaining the relationship between the study variables.

The descriptive research design was applied to describe the current status of HRIS implementation and employee performance within the bank. It helped the researcher to assess employees' perceptions regarding system quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security. Descriptive research was considered appropriate because it provided a clear description of events, situations and relationships as they existed in the bank (Kothari, 2004). It also enabled the researcher to present the outcome using statistical tools such as mean and standard deviation.

The explanatory research design was used to examine the cause and effect relationship between the HRIS dimensions, which were treated as independent variables and employee performance, which was considered the dependent variable. This design allowed me to test the proposed hypotheses and determine whether HRIS implementation had a significant effect on employee performance. Explanatory research was useful in identifying the direction and strength of the relationship between variables (Creswell, 2014).

The use of both descriptive and explanatory research designs allowed this study to describe the current state of HRIS implementation an explain how specific implementation features influence employee performance.

3.2 Research Approach

A concurrent mixed research approach was used in the study, with greater emphasis placed on the quantitative approach and limited use of qualitative methods. The quantitative approach was mainly used to collect and analyze numerical data related to the effect of Human Resource Information System (HRIS) implementation on employee performance at Dashen Bank. This approach enabled the researcher to measure the relationship between the study variables using statistical analysis.

At the same time, qualitative methods were used concurrently to support and enrich the quantitative findings. The qualitative data helped to gain additional understanding of employees' experiences, opinions and perceptions regarding HRIS implementation within the bank. The integration of quantitative and qualitative approaches provided a broader understanding of the research problem and improved the quality of the study.

According to (Saunders M Lewis, P & Thornhil, 2019)mixed research approaches are appropriate for studies that aim to obtain both numerical and detailed information about a research problem. the concurrent mixed research approach was considered suitable for achieving the objectives of this study.

3.3 Data Types

This study used both quantitative and qualitative data. Quantitative data were used to measure the effect of HRIS implementation on employee performance, while qualitative data provided deeper insights into employees' experiences and perceptions regarding HRIS implementation.

3.4 Data Sources

The study used primary data collected directly from HRIS users and HR managers at Dashen Bank. Employees provided quantitative data through questionnaires, while HR managers provided qualitative information through interviews.

3.5 Data Collection Methods

Data were collected using structured questionnaires and semi-structured interviews. The questionnaire was developed from established theories and previous studies and measured responses using a five-point Likert scale. In addition, interviews with six HR managers were conducted to obtain detailed insights into HRIS implementation and its effect on employee performance.

3.6 Pilot Test

A pilot test was conducted at Awash Bank to assess the reliability of the questionnaire before the actual data collection process began. The pilot study involved 10 employees who participated voluntarily in the study. The respondents completed the questionnaire and provided useful feedback regarding the wording, clarity, sequence and relevance of the questions. Most of the participants indicated that the items were understandable and easy to answer. The pilot test also

helped the to identify minor problems related to sentence structure and question arrangement, which were corrected before distributing the final questionnaire.

The main purpose of conducting the pilot test was to ensure that the research instrument could collect accurate and consistent data. Pilot testing is important because it helps researchers evaluate whether the questionnaire items are clear and capable of measuring the intended variables effectively. According to (Uma Sekaran & Roger Bougie, 2016) pilot testing improves the quality of research instruments by identifying weaknesses before the main study is conducted. (Babbie, 2013)explained that pilot studies help researchers minimize errors and improve the validity and reliability of questionnaires.

After the pilot data were collected, reliability analysis was conducted using Cronbach's Alpha in IBM SPSS Statistics. The results showed that the questionnaire items had acceptable internal consistency, indicating that the instrument was reliable for the actual study. Researchers such as Joseph F. Hair Jr. and colleagues suggested that a Cronbach's Alpha value of 0.70 or above is considered acceptable for social science research.

3.7 Reliability Test

The reliability of the research instrument was assessed using Cronbach's Alpha to evaluate the internal consistency of the questionnaire items. The reliability analysis was conducted based on the pilot test data collected from employees of Awash Bank using IBM SPSS Statistics. Cronbach's Alpha values ranging from 0.70 and above are considered acceptable.The table below presents the reliability results for both the independent and dependent variables included in the study.

Table 1 Reliability test

No	Variables	Number of item	Cronbach's Alpha
1	System Quality	6	0.770
2	Information Quality	6	0.898
3	Service Quality	6	0.812
4	Strategic Alignment	5	0.822
5	Decision Support and Analytics	5	0.812
6	Governance and Security	5	0.856
7	Employee Performance	12	0.832

Source Personal Survey, performed using SPSS, 2026

the reliability test results confirmed that all questionnaire items were internally consistent and reliable for measuring the study variables. From the table all Cronbach's Alpha values were above the recommended minimum threshold of 0.70, the research instrument was considered suitable for the actual data collection and further statistical analysis. Therefore the questionnaire was accepted to run the study

3.8 Target Population and Census Survey

The study focused on employees at Dashen Bank's head office who use the Human Resource Information System (HRIS) in their daily work. Specifically, the study included staff from key HR departments, namely HR Operations, HR Services, Payroll, Talent Acquisition, Performance Management, and Training and Development. These departments were selected because they are the primary users of the HRIS. Employees in these units were expected to provide reliable and relevant information regarding HRIS implementation and its effect on employee performance.

The target population consisted of 107 employees. Since the population size was relatively small and manageable, a census method was employed, whereby every member of the population was included in the study. This approach helped minimize sampling errors and ensured comprehensive data collection. A total of 107 questionnaires were distributed, of which 99 were properly completed and returned, resulting in a response rate of 92.5%.

3.7.1 Sampling Technique for Qualitative Data

A purposive sampling technique was used to select participants who had relevant knowledge and practical experience related to HRIS implementation. Accordingly, six managers were selected from major functional areas, including HR Operations, HR Services, Payroll, Talent Acquisition, Performance Management and Training and Development. These managers were directly involved in HRIS implementation, decision making processes and system usage within the bank. As a result, the employee were able to provide insights regarding the implementation of HRIS and its influence on employee performance.

3.8 Data Analysis and Presentation

The collected data were analyzed using both descriptive and inferential statistical methods with the support of the Statistical Package for Social Sciences (SPSS). SPSS was selected because it is commonly used in social science research to organize, process and analyze quantitative data (Field, 2013)

Descriptive statistics were used to present the background characteristics of the respondents and summarize the main variables included in the study. Frequencies and percentages were applied to describe respondents' demographic information such as gender, age, educational level, work experience and department. In addition, mean scores and standard deviations were computed for the different dimensions of Human Resource Information System (HRIS), including system quality, information quality, service quality, strategic alignment, decision support and analytics, governance and security, as well as employee performance. These measures helped to show the overall views of employees regarding HRIS implementation and its influence on employee performance at Dashen Bank.

Inferential statistics were employed to examine the relationships between the independent variables and employee performance. First, correlation analysis was conducted to determine the direction and strength of the relationship between each HRIS dimension and employee performance. Subsequently, multiple regression analysis was performed to assess the combined effect of the six HRIS dimensions on employee performance while controlling for the influence of the other variables in the model. The regression analysis helped identify which HRIS dimensions had a statistically significant effect on employee performance and the magnitude of

their contributions. The hypotheses were tested at a 95% confidence level, with statistical significance determined at a p-value of less than 0.05 ($p < 0.05$) (Rolph, 2010). The findings were presented using tables, charts, and graphs

3.9 Ethical Considerations

Ethical considerations were carefully followed throughout the research process. Before data collection began, the researcher obtained an official permission letter and cooperation approval from Dashen Bank's management. This approval helped the researcher conduct the study smoothly within the organization.

Participation was entirely voluntary, and no respondents were forced or influenced to take part. Before distributing the questionnaires, the researcher clearly explained the study's purpose and objectives to all participants. Respondents were also informed about the significance of their contribution and how the findings of the study could support academic knowledge and organizational improvement.

Attention was given to maintaining the confidentiality and privacy of the respondents. To protect participants' identities, personal information such as names, employee identification numbers and contact details were not included in the questionnaire. The information collected from respondents was kept confidentially and used only for academic purposes.

ensured that all collected data were handled and stored securely throughout the study period. Both printed and electronic data were protected from unauthorized access, misuse or loss of information.

Ethical principles such as voluntary participation, informed consent, confidentiality, anonymity, honesty and respect for participants were considered important throughout the study. According to to (Babbie, 2013) ethical standards help researchers protect the rights, dignity and welfare of participants involved in research. Similarly, (Uma Sekaran & Roger Bougie, 2016) stated that researchers should maintain confidentiality, obtain informed consent and avoid causing any harm to respondents during the research process.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF DATA

4.0 Chapter Four Introduction

This chapter presents the findings of the study based on the data collected from employees and managers at Dashen Bank's head office. The purpose of this chapter is to answer the research questions by describing and explaining the relationship between HRIS implementation and employee performance.

For this study, a total of 107 questionnaires were distributed to employees who use the HRIS daily at Dashen Bank's head office. Out of 107 questionnaires 99 questionnaires were properly filled and returned. This means 92.5% of return rate. In addition to the questionnaires, six key informant interviews were conducted with managers from various HR departments.

4.1 Demographic Background of The Respondents

The respondents who participated in the study came from different demographic backgrounds. Information on gender, age, educational qualification, work experience, and current job position was collected to describe the characteristics of the participants. The demographic profile *shows* an overview of the employees included in the research.

Table 4.1 shows that 53.5% of respondents were male and 46.5% female. 47.5% were between 20 and 30 years old, 31-40 year olds 38.4% and 14.1% above 50 years old.

Education wise 68.7% had bachelor's degrees and the rest had master's.

Half of the respondents had 2-5 years of work experience. Another 26% had less than two years. Experience wis 50.5% between 2 and 5 years, 26.3% less than 2 years, 17.1% between 6 an 10 years and 6.1% above ten years.

Job position wise HR Service 23%, Training & Development 21%, and HR Operation 20%. Payroll was the smallest at 9%. This all shows the study included respondents who were directly in HR activities

Table 2 Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	53	53.5
	Female	46	46.5
Age	20–30 years	47	47.5
	31–40 years	38	38.4
	41–50 years	12	12.1
	Above 50 years	2	2
Educational Level	Bachelor's Degree	68	68.7
	Master's Degree	31	31.3
Work Experience	Less than 2 years	26	26.3
	2–5 years	50	50.5
	6–10 years	17	17.2
	Above 10 years	6	6.1
Current Position	HR Service	23	23.2
	HR Operation	20	20.2
	Payroll	9	9.1
	Talent Acquisition	13	13.1
	Performance Management	13	13.1
	Training and Development	21	21.2

Source: Researcher's Computation from SPSS Output (2026)

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4.2 Descriptive Analysis of variables

Descriptive statistical analysis was used to examine and summarize the responses obtained from the study participants regarding the major variables included in the research. The analysis mainly focused on mean scores and standard deviations in order to describe respondents' perceptions toward the study variables. The mean value was used to show the average response of participants while the standard deviation was used to indicate the level of variation or consistency among respondents' opinions. Lower standard deviation values indicated that

respondents had similar views, whereas higher standard deviation values showed greater differences in opinions among participants.

The study used a five point Likert scale to measure respondents' level of agreement with the statements provided in the questionnaire. The interpretation of the mean scores was based on the following ranges mean values between 1.00 and 1.80 represented strongly disagree, mean values between 1.81 and 2.60 indicated disagree, mean values between 2.61 and 3.40 represented neutral, mean values between 3.41 and 4.20 indicated agree and mean values between 4.21 and 5.00 represented strongly agree (Uma Sekaran & Roger Bougie, 2016). This classification helped to simplify the interpretation of respondents' perceptions toward each variable included in the study.

According to (Likert, 1932), the Likert scale is an effective method for measuring attitudes and opinions through scaled responses. Researchers such as (Uma Sekaran & Roger Bougie, 2016) also explained that descriptive statistics such as mean and standard deviation are commonly used to summarize and interpret survey data in behavioral and management research.

4.2.1 System Quality

Table 3 Descriptive Analysis of System Quality

NO	Item	N	Mean	Std. Deviation
1	The HRIS system is easy to use	99	3.73	0.712
2	The HRIS system is user friendly	99	3.81	0.71
3	The system operates reliably without frequent errors	99	3.8	0.869
4	The system responds quickly when used	99	3.85	0.761
5	The system is flexible to meet my work needs	99	3.56	0.798
6	The HRIS is accessible whenever needed	99	3.81	0.695
	Aggregate mean and std. deviation		3.76	0.76

Source: Researcher's Computation from SPSS Output (2026)

Table 4.1 presents employees' perceptions regarding the quality of the HRIS used in the bank. The aggregate mean score of 3.76 with a standard deviation of 0.76 indicates that respondents considered the system quality positively. lower than average standard deviation further employees shared fairly consistent opinions about the functionality and performance of the

system. The HRIS is adequately supporting employees' day to day activities and operational tasks within the bank.

Among the dimensions of system quality, the statement The system responds quickly when used received the highest mean score (M = 3.85, SD = 0.761). employees were particularly satisfied with the responsiveness and processing speed of the HRIS. System responsiveness is very crucial things to do things easily and timely. The bank HRIS is capable of supporting timely task completion and smooth workflow processes.

the statement "The HRIS system is user friendly" produced a mean score of 3.81 with a standard deviation of 0.710. The findings indicate that employees viewed the HRIS as understandable and easy to use. This suggests that the system supports employees in performing HR related tasks efficiently and aligns with the (TAM).

The statement The HRIS is accessible whenever needed received a high mean score (M = 3.81, SD = 0.695) employees can access the system whenever required. The low standard deviation shows that this view was widely shared among respondents.

The system operates reliably without frequent errors recorded a mean score of 3.80 (SD = 0.869). respondents considered the system reliable with the relatively higher variation in responses.

The HRIS system is easy to use achieved a mean score of 3.73 (SD = 0.712), with 74.6% of respondents expressing positive views. Therefore it is user friendly.

The system is flexible to meet my work needs received the lowest mean score (M = 3.56, SD = 0.798)..

Overall, the aggregate mean score of 3.76 (75.2%) shows that employees had a positive perception of the HRIS system quality. But flexibility remains an area requiring improvement.

The interview findings supported the survey results. Participants noted that the HRIS improved the speed of routine HR activities and reduced paperwork. However, some reported occasional system errors, inconsistent reports, and limited flexibility in handling special requests. These challenges sometimes required additional manual work and verification.

Both the quantitative and qualitative findings suggest that the HRIS has positively contributed to employee performance at Dashen Bank. Although improvements in system reliability and flexibility needed.

4.2.2 Information quality

Table 4 Descriptive Analysis of Information Quality

No.	Item	N	Mean	Std. Deviation
1	The HRIS provides accurate information	99	3.72	.590
2	The information provided is relevant to my job	99	3.60	.832
3	The information is complete	99	3.70	.735
4	The system provides timely information	99	3.38	.877
5	The information is clear and understandable	99	3.47	.825
6	The information is consistent across the system	99	3.74	.815
	Aggregate mean and std. deviation		3.60	.789

Source: Researcher's Computation from SPSS Output (2026)

Table 4.2 illustrates employees perceptions concerning the quality of information generated by the HRIS. The aggregate mean score of 3.60 and standard deviation of 0.789 suggest that respondents viewed the information produced by the system as reliable and useful for carrying out their work responsibilities. The low dispersion of responses also indicates a reasonable level of agreement among employees regarding the effectiveness of the information provided by the HRIS.

Among the assessed dimensions, the statement The information is consistent across the system obtained the highest mean score with a mean value of 3.74 and standard deviation of 0.815. employees largely considered the information generated from different sections of the HRIS as uniform and dependable. Consistency of information is important because inconsistent data across systems may create confusion and reduce confidence in bank decision making processes. Although the responses were positive, the moderate standard deviation some employees may still have encountered occasional inconsistencies in the system outputs.

The item The HRIS provides accurate information recorded a mean score of 3.72 with a standard deviation of 0.590. Respondents had strong confidence in the correctness and dependability of

the information generated by the HRIS The low standard deviation also shows that respondents had similar opinions regarding the accuracy of information provided by the HRIS.

The statement The information is complete recorded a mean score of 3.70 (SD = 0.735), indicating that respondents believed the system provided sufficient information for their daily work. The low variation in responses suggests a common view among employees.

Similarly The information provided is relevant to my job achieved a mean score of 3.60 (SD = 0.832). This suggests that employees generally found the information useful for their responsibilities.

The information is clear and understandable received a mean score of 3.47 (SD = 0.825). While respondents moderately agreed, the result indicates that some employees may face difficulties interpreting certain reports or system outputs.

The lowest mean score was recorded for The system provides timely information (M = 3.38, SD = 0.877). This means respondents were less certain about the timeliness of information and indicating possible delays in updating information.

The interview findings supported the survey results. Most participants noted that the HRIS provided accurate, relevant, and consistent information that assisted them in carrying out their daily activities. However, some participants highlighted concerns regarding the clarity and timeliness of certain reports, which occasionally affected work efficiency.

Participants stated that employee records, payroll information and reporting data were mostly reliable and helped them perform their duties effectively. Participants also explained that the system had some limitations related to timeliness and completeness of information. Interviewee B said that "Some important information is incomplete or missing. This forces us to make additional follow ups through phone calls, emails or manual checks."

Others stated that some important information was incomplete or missing, which forced them to make additional follow ups through phone calls, emails or manual checks. These problems slowed down work activities and increased workload. The interviews further revealed that some participants experienced difficulties with unclear system fields and unnecessary information in

reports. Interview E said that "We experience difficulties with unclear system fields and unnecessary information in reports."

The interview supported the quantitative results of the study. The quantitative analysis showed an aggregate mean score of 3.60 equivalent to which indicated that respondents agreed that the HRIS provided acceptable information quality. interview participants acknowledged that the system provided useful and dependable information, although some challenges related to timeliness, completeness and clarity still affected work performance. The standard deviation value of 0.789 also showed that participants shared relatively similar opinions regarding the strengths and limitations of the system's information quality.

4.2.3 Service Quality

Table 5 Descriptive Analysis of Service Quality

No.	item	N	Mean	Std. Deviation
1	IT support is available when needed	99	3.55	0.972
2	HRIS support staff respond promptly to problems	99	3.49	1.073
3	The support staff are knowledgeable	99	3.45	1.163
4	Adequate training is provided for HRIS use	99	3.24	1.041
5	System issues are resolved quickly	99	3.7	1.092
6	Continuous support services meet user needs	99	3.46	1.181
	Aggregate mean and std. deviation		3.48	1.087

Source: Researcher's Computation from SPSS Output (2026)

Table 4.3 presents respondents perceptions regarding the service quality of the HRIS within the bank. The agregate mean score of 3.48 indicates that employees viewed the support services associated with the HRIS favorably. the aggregate standard deviation of 1.087 reveals moderate variation in responses which employees did not experience the quality of support services in the same way across all areas.

Among the service quality dimensions the statement System issues are resolved quickly recorded the highest mean score of 3.70 with a standard deviation of 1.092. This result many respondents believed technical problems within the HRIS were handled and resolved within a reasonable period. Effective problem resolution is important because unresolved system issues can interrupt

employee activities and reduce bank efficiency. High standard deviation indicates that employees did not have completely similar experiences regarding how quickly and effectively technical issues were resolved.

IT support availability scored 3.55 on average. The standard deviation was 0.972. Most respondents felt support was there when needed. Quick access to IT help reduces work interruptions. It lets employees keep working smoothly. Many people shared similar views on this.

The promptness of support staff scored 3.49. The standard deviation was 1.073. Respondents moderately agreed that staff responded quickly. Fast responses matter. Delays hurt productivity. Delays also frustrate users. The variation in answers shows different experiences. Some were satisfied. Others faced slower support.

The mean score of Continuous support services was 3.46. with a standard deviation 1.181. People slightly agreed that ongoing support existed. But the high variation shows real differences. Some employees got enough help. Others did not. Continuous support builds confidence.

Mean of 3.45 were recorded on Support staff knowledge. with standard deviation of 1.163. Respondents moderately believed staff had the right skills.

The lowest score was for training adequacy. It scored 3.24. The standard deviation was 1.041. This falls in the neutral range. Respondents were unsure if the bank provided enough training. Employees likely did not get consistent training. Without proper training, people cannot use HRIS well. That hurts employee performance.

The variation in responses further indicate that training opportunities may not have been equally accessible to all employees.

Respondents had a moderately positive perception regarding the service quality of the HRIS particularly in relation to problem resolution and support availability. At the same time The higher standard deviation values across several items reveal inconsistencies in employees

experiences with the support services provided by the bank. Improvements in employee training response time and continuous support mechanisms are necessary to strengthen user satisfaction and enhance the effectiveness of the HRIS within the bank.

Theis showed that service quality had a noticeable effect on bank performance. Most participants explained that IT support was available during working hours and that support staff usually responded to requests within a reasonable time. Participants also appreciated the continuous follow up provided after problems were resolved.

Participants also mentioned that support staff responded faster to simple problems than to complex technical issues. Some participants explained that resolving system problems sometimes took several days, which affected payroll processing, onboarding, reporting and attendance management activities. Participants further stated that the knowledge and experience of support staff differed from one person to another, especially when handling technical problems.

Participants acknowledged that support services helped them continue their daily work activities and solve routine HRIS problems. The interview supported the quantitative results of the study by showing that support services were available and useful while improvements were still needed in training provision, response time and problem resolution.

4.2.4 Strategic Alignment

Table 6 Descriptive Analysis of Strategic Alignment

No.	item	N	Mean	Std. Deviation
1	HRIS aligns with bank goals	99	3.78	.802
2	HRIS aligns with HR objectives	99	3.65	1.003
3	HRIS supports workforce planning	99	3.64	.942
4	HRIS supports employee development	99	3.40	.957
5	HRIS contributes to performance targets	99	3.74	.887
	Aggregate mean and std. deviation		3.64	0.918

Source: Researcher's Computation from SPSS Output (2026)

The table showed that respondents had a positive perception regarding the strategic alignment of the HRIS within the bank. The aggregate mean score of 3.64 indicated that respondents agreed

that the HRIS supported bank and HR related goals. The aggregate standard deviation of 0.918 showed that respondents had relatively similar opinions about the strategic role of the HRIS in the bank.

HRIS aligns with bank goals received the highest mean score of 3.78 with a standard deviation of 0.802. This showed that respondents believed the HRIS supported the direction and objectives of the bank. The low standard deviation indicated that many respondents shared similar views regarding the contribution of the HRIS to bank goals. This result suggested that the system helped the bank improve coordination, manage employee information effectively and support daily operations in line with the goals of the bank.

HRIS contributes to performance targets recorded a mean score of 3.74 and a standard deviation of 0.887. This indicated that respondents agreed that the HRIS helped employees and departments achieve their work targets and responsibilities. The standard deviation value showed moderate consistency in respondents' opinions. This implied that the system supported work efficiency by reducing delays, improving access to information and helping employees complete their duties more effectively.

The item about HRIS aligning with HR objectives scored 3.65 with a standard deviation of 1.003. Employees said HRIS helps with records, payroll, attendance and reporting. Some had different experiences because some departments used the system more.

For workforce planning, the mean score was 3.64 with a standard deviation of 0.942. HRIS helps with staffing and planning future needs.

Employee development received the lowest score of 3.40 with a standard deviation of 0.957. This result is neutral. Employees were unsure if HRIS supported training and growth.

Overall, HRIS aligned with bank goals and supported HR activities. It helped workforce management and access to information. All standard deviations were below one, meaning opinions were similar. Employee development needs improvement.

The interviews showed that HRIS was moderately aligned with bank strategy. It improved efficiency by automating payroll, leave, onboarding, and reporting. It also reduced manual paper work. However, the system lacked advanced features like forecasting and trend analysis. HRIS

tracked training but did not support career planning or promotion readiness. Managers struggled to identify skill gaps. The system gave raw data, not insights. this reduced efficiency and limited the strategic value of the HRIS.

The interview supported the quantitative results of the study by showing that the HRIS was aligned with bank and HR objectives. The interviews also revealed that the system was stronger in supporting operational activities than strategic HR functions such as workforce forecasting, talent development and advanced analytics.

4.2.5 Decision support and analytics

Table 7 Descriptive Analysis of Decision Support and Analytics

No.	Item	N	Mean	Std. Deviation
1	HRIS provides accurate reports	99	3.73	.879
2	HRIS provides useful reports	99	3.67	.937
3	HRIS supports performance evaluation	99	3.65	.773
4	HRIS supports planning	99	3.60	.820
5	HRIS supports forecasting	99	3.73	.697
	Aggregate mean and std. deviation		3.67	0.821

Source: Researcher's Computation from SPSS Output (2026)

The table showed that respondents had a positive perception regarding the decision support and analytics role of the HRIS within the bank. The aggregate mean score of 3.67 indicated that respondents agreed that the HRIS supported reporting, planning, forecasting and performance related activities. The aggregate standard deviation of 0.821 showed that respondents shared relatively similar opinions regarding the contribution of the HRIS to bank decision making and analysis.

HRIS provides accurate reports received one of the highest mean scores of 3.73 with a standard deviation of 0.879. This showed that respondents trusted the reports generated by the HRIS and believed that the information provided by the system was dependable for work related decisions. Report accuracy had a standard deviation showing moderate consistency. Managers and employees need correct information for reports and decisions.

Forecasting support scored 3.73 with a standard deviation of 0.697. Respondents believed the HRIS helped estimate future workforce and operational needs. The low standard deviation means opinions were similar. The HRIS provided staffing data, employee trends, and bank requirements. Forecasting helps banks plan ahead and respond to challenges.

Useful reports scored 3.67 with a standard deviation of 0.937. The moderate variation means usefulness depended on job roles. The HRIS helped users access information for decisions and routine work.

Performance evaluation scored 3.65 with a standard deviation of 0.773. Respondents agreed the HRIS monitor and evaluate performance. The HRIS helped managers and HR staff track performance more effectively.

Planning support scored the lowest at 3.60 with a standard deviation of 0.820. This still falls in the agree category. But respondents believed planning support could improve. Some users still rely on manual analysis and external tools.

Overall, the HRIS contributed to decision support and analytics. It helped users generate reports, monitor performance, support forecasting, and improve planning. All standard deviations were below one, so opinions were similar.

The HRIS supported reporting and decision making moderately. Most participants said the system provided useful and reasonably accurate reports for routine tasks like payroll, recruitment, training, and record keeping. These reports helped employees work more efficiently and reduced administrative time.

Participants also noted the HRIS was better at operational support than advanced analytics. The system could generate standard reports and historical data. But deeper analysis still required Excel and manual work. Employees often exported raw data and analyzed it themselves.

Interviews also showed the HRIS helped short term planning. It provided data on staffing, recruitment progress, and training completion. But forecasting capabilities were limited. The system could not predict future workforce needs, turnover trends, or long term staffing.

Participants also mentioned that the HRIS supported performance evaluation mainly by storing employee ratings and records. The system helped maintain employee performance data, but it did

not provide advanced analysis such as identifying performance trends, coaching needs or relationships between performance and turnover. Because of this limitation, managers spent additional time analyzing data manually before making strategic decisions.

The interview supported the quantitative results of the study by showing that the HRIS played an important role in reporting, planning and operational decision making. The interviews also revealed that the system had limitations in forecasting, advanced analytics and strategic decision support functions.

4.2.6 Governance and Security

Table 8 Descriptive Analysis of Governance and Security

No.	item	N	Mean	Std. Deviation
1	HRIS ensures confidentiality	99	3.68	.867
2	Access is controlled	99	3.47	.861
3	HRIS follows policies	99	3.64	.897
4	HRIS ensures security	99	3.44	.811
5	HRIS protects data	99	3.43	.859
	Aggregate mean and std. deviation		3.53	0.859

Source: Researcher's Computation from SPSS Output 2026

Table 4.7 indicates employee had a positive perception regarding governance and security practices of the HRIS. The mean scores of the respondents agree the system supported confidentiality, access control, policy compliance and protection of employee information. The standard deviation values of many respondents had relatively similar opinions regarding the governance and security functions of the HRIS.

HRIS ensures confidentiality received the highest mean score of 3.68 with a standard deviation of 0.867. Participant believed the HRIS helped keep employee information private and confidential. The standard deviation value of many respondents shared similar opinions about the confidentiality of the system. In Dashen bank HR records often contain personal information such as salaries, addresses, employee performance and other sensitive data. the HRIS helped protect this information from being accessed by unauthorized people.

HRIS follows policies recorded a mean score of 3.64 and a standard deviation of 0.897. Such respondents agreed that the HRIS operated according to the rules, procedures and guidelines of the bank. The standard deviation is moderate variation in respondents' opinions. This means the bank had policies and procedures that guided how the system should be used and how employee information should be managed.

Access is controlled achieved a mean score of 3.47 with a standard deviation of 0.861. participant moderately agreed access to the HRIS was restricted based on employee roles and responsibilities. Its standard deviation is relatively similar opinions among respondents. This means not every employee could access all information in the system, which helps reduce the risk of misuse or unauthorized access.

HRIS ensures security received a mean score of 3.44 and a standard deviation of 0.811. This respondents slightly agreed the HRIS provided acceptable security for bank information and activities. The lower standard deviation means respondents had fairly similar opinions regarding system security. the HRIS had some security measures that helped protect information and system activities. In addition respondents believed additional improvements could still be made to strengthen system security.

HRIS protects data recorded the lowest mean score of 3.43 with a standard deviation of 0.859. Although the result still fell within the agree category. respondents were less confident regarding the ability of the HRIS to fully protect bank and employee data. This is the lowest score from the data even 30.6% of respondent have un trusted issue on the recorded data protection. 30.6% of respondents were concerned about possible risks such as data loss, unauthorized access or system problems that could affect stored information.

respondents of HRIS provided acceptable governance and security support within the bank. The system helped maintain confidentiality, followed bank policies, controlled access to information and protected employee data to some extent. all items of standard deviation remained below one, showing that respondents had nearly similar opinions regarding governance and security practices of the HRIS. The lower mean scores related to security and data protection shows the bank could further improve system security measures and strengthen user confidence regarding the safety of employee information stored in the HRIS.

Qualitatively Most participants explained that the system had security features such as passwords, role based access, audit trails and data backups, which helped protect employee information. Interviewee A stated that “Many employees simply aren’t fully aware of how the system protects their information. The bank never clearly communicated things like encryption, access restrictions, or data protection policies.”

The interviews show that access control was one of the strongest governance practices within the HRIS. Participants explained that access to information was restricted based on employee roles and responsibilities. some participants said access roles were sometimes not properly controlled. Interviewee E said that “I know friends who share passwords or still use paper processes because don’t fully trust the system. This kind of behaviour reduces confidence in the HRIS and limits how much we actually use it.” Additionally Participants also show governance policies were not always fully enforced within the system. Interviewee F said that “Governance policies aren’t always fully enforced. Data retention and export controls still depend on manual actions which makes us worry about policy violations and data misuse.”

70.6 percent of the quantitative results of the study show the HRIS provided acceptable governance and security practices. The interviews also revealed the system provides acceptable governance and security. “But the lack of communication, incomplete policy enforcement, and real concerns about sensitive information those things reduce employee trust and stop us from using the HRIS to its full potential.”

4.2.7 Employee Performance

Table 9 Descriptive Analysis of Employee Performance

NO.	Item	N	Mean	Std. Deviation
1	I complete my assigned tasks efficiently	99	3.58	.809
2	I consistently meet my work targets	99	3.72	.640
3	I produce high quality work	99	3.86	.742
4	I minimize errors in my work	99	3.70	.646
5	I complete my tasks on time	99	3.71	.576
6	I manage my time effectively	99	3.68	.754
7	I provide prompt service to customers	99	3.80	.728
8	I meet customer expectations in my work	99	3.69	.751
9	I work effectively with my colleagues	99	3.68	.855
10	I contribute to team goals	99	3.43	.859
11	I adapt quickly to changes in my work	99	3.62	.889
12	I learn new systems easily	99	3.86	.685
	Aggregate mean and std. deviation		3.69	0.74

Source: Researcher's Computation from SPSS Output (2026)

In table 4.8 The highest rated items are I produce high quality work" (M = 3.86, SD = 0.742) and I learn new systems easily (M = 3.86, SD = 0.685), showing better in output quality and learning agility, the third highest score is I provide prompt service to customers (M = 3.80, SD = 0.728). in addition the lowest rated item is I contribute to team goals" (M = 3.43, SD = 0.859), which also has one of the highest standard deviations, while many feel adequate in teamwork, employee perceive at Dashen bank less effective showing to potential needs for team building or clearer role alignment. Items with high variability (SD > 0.85) include adaptation to change (item 11, SD = 0.889), contribution to team goals (item 10, SD = 0.859), and working effectively with colleagues (item 9, SD = 0.855) these indicates disagreement among respondents. items with low variability (SD < 0.65) completing tasks on time (item 5, SD = 0.576), minimizing errors (item 4, SD = 0.646), and consistently meeting work targets (item 2, SD = 0.640) show agreement, indicating these behaviors are likely well documented, objectively measurable.

The aggregate mean across all 12 items is 3.69, with an aggregate average standard deviation of 0.74, indicating that respondents had a moderately positive perception of their performance, although 26.2% of respondents still showed room for improvement.

The interview showed that the HRIS had a positive influence on employee performance within the bank. Interviewee c stated that “We complete tasks faster than before.” Interviewee d also stated that “Payroll, onboarding, attendance tracking, and reporting became easier and quicker.”

The interviews also showes the HRIS made it easier for employees and departments to work together. Employees explained that having one shared source of information meant fewer repeated questions, and less paperwork.

interviews mentioned that the HRIS lead them to become more adaptable and open to new technology. Interviewee E said that “Many of our employees become more flexible and resourceful they’ve learned new ways to solve problems and use digital tools.” On the other hand few pointed out that the system itself isn't always flexible, and sometimes they have to come up with manual workarounds just to get certain tasks done.

The interview supported the quantitative results of the study by showing that the HRIS improved employee performance in areas such as efficiency, quality of work, teamwork, time management and adaptability. The interviews also revealed that while the HRIS improved routine activities, some system limitations still created additional work and reduced efficiency in more complex tasks.

4.2.8 Summary of Descriptive Analysis Results

Table 10 Summary of Descriptive Analysis Results

No.	Variables	Aggregate Mean	Aggregate Std. Deviation	Interpretation
1	System Quality	3.76	0.7575	Agree
2	Information Quality	3.6	0.779	Agree
3	Service Quality	3.48	1.087	Agree
4	Strategic Alignment	3.64	0.9182	Agree
5	Decision Support and Analytics	3.67	0.8211	Agree
6	Governance and Security	3.53	0.859	Agree

Source: Researcher's Computation from SPSS Output (2026)

Table 4.9 had positive perceptions regarding the HRIS and its contribution to employee performance within the bank. All major variables recorded mean scores within the agree category, indicating that respondents believed the HRIS supported bank activities and employee work performance in different areas.

System quality received one of the highest mean scores, which showed that respondents believed the HRIS was easy to use, reliable, accessible and responsive. this result by showing that the system helped employees complete routine tasks faster and reduced manual work. At the same time, participants explained that occasional system freezing, data inconsistency and lack of flexibility created additional workload and required manual workarounds. The HRIS improved efficiency. But some technical limits still affected employee productivity.

Information quality had a positive mean score. Respondents agreed the HRIS provided accurate, relevant, complete, and consistent information. Interviews showed the system supported payroll, reporting, training management, and attendance tracking. However, delays in updates and incomplete information sometimes slowed down work and decision making.

Service quality had a lower mean score than other variables. respondents agreed support services were available and useful. IT support staff were accessible during working hours. They helped with routine problems. But limited training, slow responses for complex issues, and inconsistent support sometimes caused delays.

Respondents believed the HRIS supported bank goals, HR objectives, workforce planning, and performance activities. Interviews confirmed the HRIS improved operational efficiency and routine HR functions. How ever the system was less effective for advanced strategic work like workforce forecasting, talent development, and predictive analysis.

Decision support and analytics also received positive responses. Respondents agreed the HRIS helped with reporting, planning, forecasting, and performance evaluation. Interviews showed the system gave useful reports and operational data for routine decisions. The HRIS focused on historical reports, not predictive analysis.

For governance and security, respondents believed the HRIS kept information confidential. It controlled access, followed bank policies, and protected employee data. Employees trusted the system somewhat because of passwords, role based access, and audit trails. But lack of communication about security practices full trust.

Respondents felt they performed well in work quality, meeting targets, customer service, teamwork, adaptability, and time management. The HRIS improved efficiency, reduced manual errors, and enhanced information sharing. It helped employees finish routine tasks faster. Interviews also showed the HRIS improved teamwork across departments and helped employees adapt to digital work.

Generally the HRIS had a positive effect on employee performance. It improved efficiency, work quality, reporting, collaboration, and access to information. But challenges remained. These included lack of flexibility, poor training, weak technical support, limited advanced analytics and poor security communication. Despite these limits, the HRIS contributed positively by speeding up processes, reducing manual work, and improving access to information and decision making.

4.3 Inferential analysis

Inferential statistical analysis was used to examine the relationship and effect of HRIS dimensions on employee performance within the bank. Unlike descriptive analysis, which mainly summarizes respondents' opinions through mean scores and standard deviations, inferential analysis helps researchers make conclusions about relationships, effects and predictions among study variables. In this study, inferential analysis was conducted to determine

how system quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security influenced employee performance.

The study used Pearson correlation analysis and multiple regression analysis as the main inferential statistical techniques. Pearson correlation analysis was used to examine the direction and strength of the relationship between the independent variables and employee performance. Multiple regression analysis was also used to identify the extent to which the independent variables explained variations in employee performance and to determine the individual contribution of each variable to employee performance.

According to data (Field, 2013) inferential statistics are important for testing relationships and drawing summary about populations based on sample data. (Rolph, 2010) explained that correlation and regression analyses are widely used in social science and management research to examine relationships among variables and measure the effect of independent variables on a dependent variable.

Table 11 Correlation

		SQ	IQ	SEQ	SA	DSA	GS	EP
SQ	Pearson Correlation	1						
	Sig. (2 tailed)							
	N	99						
IQ	Pearson Correlation	.255*	1					
	Sig. (2 tailed)	.011						
	N	99	99					
SEQ	Pearson Correlation	.278**	.141	1				
	Sig. (2 tailed)	.005	.164					
SA	Pearson Correlation	.389**	.331**	.702**	1			
	Sig. (2 tailed)	.000	.001	.000				
DSA	Pearson Correlation	.206*	.313**	.409**	.646**	1		
	Sig. (2 tailed)	.041	.002	.000	.000			
GS	Pearson Correlation	.152	.567**	.445**	.621**	.514**	1	
	Sig. (2 tailed)	.133	.000	.000	.000	.000		
EP	Pearson Correlation	.519**	.529**	.291**	.442**	.482**	.561**	1
	Sig. (2 tailed)	.000	.000	.003	.000	.000	.000	
*. Correlation is significant at the 0.05 level (2 tailed).								
**. Correlation is significant at the 0.01 level (2 tailed).								

Source: Researcher's Computation from SPSS Output (2026)

Pearson correlation analysis was conducted to examine the relationship between the independent variables and employee performance. Correlation analysis helps identify the direction and strength of the relationship between variables. A positive correlation indicates that as one variable increases, the other variable also increases. The significance value was used to determine whether the relationship between variables was statistically significant.

The system quality had a positive and significant relationship with employee performance with a correlation coefficient of 0.519 and significance value of 0.000. Better system quality was linked to better employee performance. The relationship was moderate and positive. This means a reliable, user friendly, and accessible HRIS helped employees perform better.

Information quality also showed a positive and significant relationship with employee performance with a correlation coefficient of 0.529 and significance value of 0.000. This accurate, relevant and consistent information from the HRIS supported employees in performing their tasks more effectively. Among the independent variables, information quality showed one of the strongest relationships with employee performance.

Service quality had a positive and significant relationship with employee performance with a correlation coefficient of 0.291 and significance value of 0.003. Although the relationship was weaker compared with other variables, the result still indicated that support services, technical assistance and training contributed positively to employee performance.

Strategic alignment has a positive and significant relationship with employee performance with a correlation coefficient of 0.442 and significance value of 0.000. This result showed that alignment of the HRIS with bank and HR goals supported improved employee performance and bank effectiveness.

Decision support and analytics also had a positive and significant relationship with employee performance with a correlation coefficient of 0.482 and significance value of 0.000.The reporting, planning and analytical functions of the HRIS helped employees and managers make better decisions and improve work performance.

Governance and security showed the strongest positive relationship with employee performance with a correlation coefficient of 0.561 and significance value of 0.000. This result indicated that confidentiality, data protection, access control and security practices within the HRIS played an important role in improving employee trust and work performance.

The correlation analysis also revealed positive relationships among most of the independent variables themselves. For example, service quality had a strong positive relationship with strategic alignment with a correlation coefficient of 0.702 while strategic alignment also had a strong positive relationship with decision support and analytics with a correlation coefficient of 0.646. These showed improvements in one HRIS dimension were associated with improvements in other HRIS related functions.

The correlation analysis all independent variables had positive relationships with employee performance. The results suggested that improvements in HRIS dimensions such as system

quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security were associated with better employee performance within the bank.

4.3.2 Regression Assumption Tests

4.3.2.1 Multicollinearity

Table 12 Multicollinearity Test

Collinearity Diagnostics[a]										
Model		Eigenvalue	Condition Index	Variance Proportions						
				(Constant)	SQ	IQ	SEQ	SA	DSA	GS
1	1	6.879	1.000	.00	.00	.00	.00	.00	.00	.00
	2	.049	11.891	.02	.02	.05	.34	.02	.00	.00
	3	.027	16.001	.04	.19	.02	.07	.01	.03	.23
	4	.018	19.302	.00	.00	.13	.17	.05	.49	.08
	5	.012	24.182	.18	.27	.00	.27	.35	.17	.01
	6	.009	27.738	.17	.03	.79	.04	.02	.04	.57
	7	.006	33.199	.59	.48	.00	.11	.55	.28	.11
a. Dependent Variable EP										

Source: Researcher's Computation from SPSS Output (2026)

multicollinearity was tested using eigenvalues, condition index values and variance proportions. According to (Rolph, 2010) and (Gujarati, 2004), a condition index value above 30 may indicate serious multicollinearity problems. the highest condition index value was 33.199. Although this value was slightly above the recommended threshold, the variance proportions did not show serious concentration of large values among several independent variables within the same dimension. This indicated that severe multicollinearity was not present in the model.

The independent variables were related to one another in a moderate way, which is expected in HRIS studies because the dimensions are naturally connected. system quality and information quality were related. Service quality showed a relationship with strategic alignment because effective technical support and training services help banks use the HRIS align bank goals and HR objectives.

Strategic alignment also showed relationships with decision support and analytics. Governance and security were also connected with information quality and decision support since secure systems help maintain reliable and trustworthy information for bank decisions.

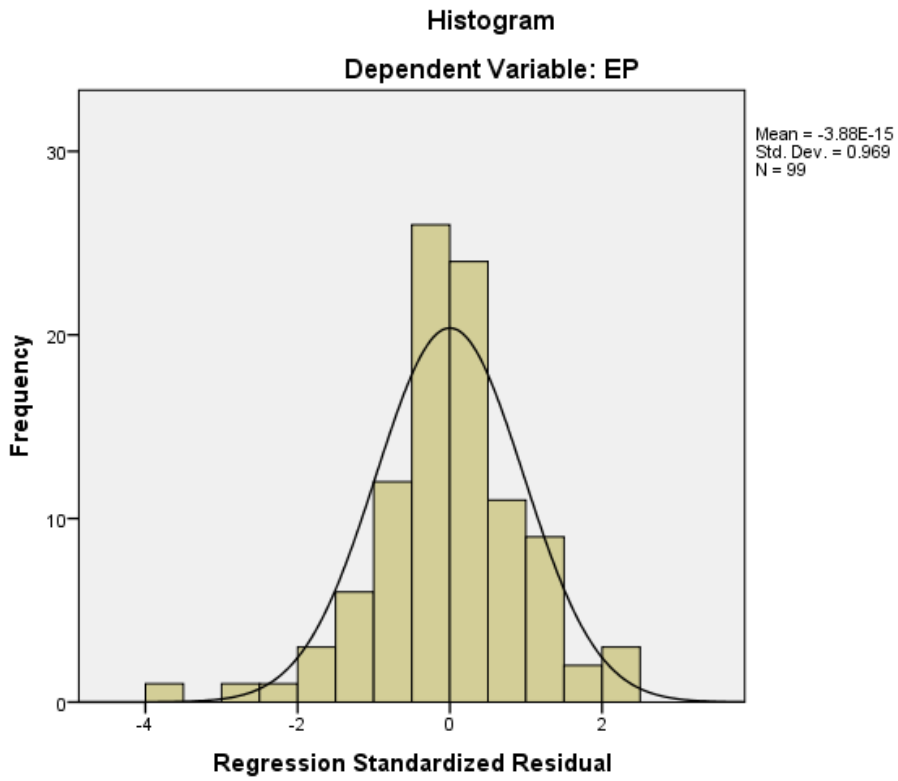
These relationships existed, but the variables were not too dependent on each other. Each variable measured a different part of the HRIS. Each one also added unique information to the study. System quality focused on usability and reliability. Information quality focused on accuracy and relevance. Service quality dealt mainly with support services and technical help. Governance and security focused on confidentiality, access control, and protecting employee data.

The variance proportions further supported this interpretation because the high variance values were not concentrated heavily across many variables within the same dimension. This showed that the independent variables maintained acceptable independence from each other. HRIS dimensions worked together and influenced one another in practice, they were still sufficiently distinct to be included together in the regression analysis.

The multicollinearity test results confirmed that the independent variables namely system quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security did not create serious multicollinearity problems in the model. The variables were related in a reasonable and meaningful way, but the relationships were not strong enough to distort the regression results. All independent variables were taken for further regression analysis.

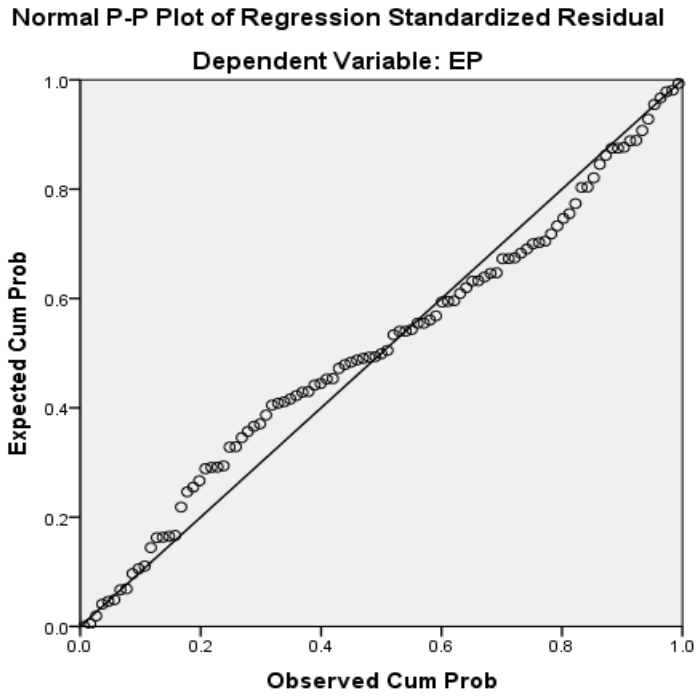
4.3.2.2 Normality Test

Figure 3 Normality Test Histogram and Normal P- P plot



Source Personal Survey, performed using SPSS, 2026

Figure 4 Normal P -P plot



Source Personal Survey, performed using SPSS, 2026

The normality assumption was tested to determine whether the residuals of the regression model were normally distributed. Normality is important in regression analysis because it helps improve the accuracy and reliability of the regression results. In this study, normality was examined using histogram and Normal Probability Plot of the standardized residuals generated from SPSS.

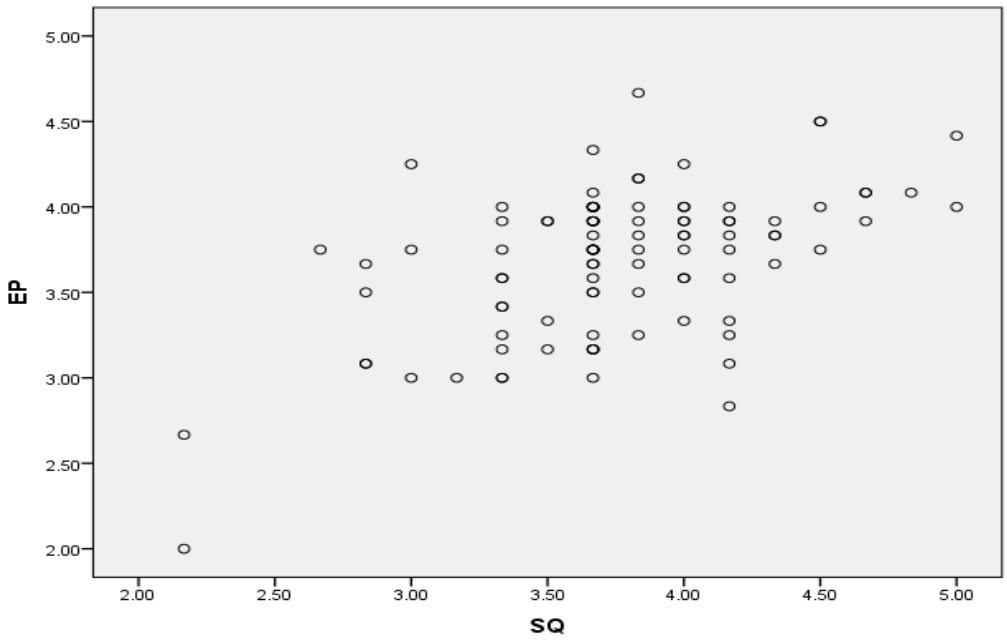
The histogram of the standardized residuals showed a distribution that was approximately bell shaped, indicating that the residual values were fairly normally distributed. The Normal Probability Plot also showed that most of the data points were distributed close to the diagonal line. The residuals did not significantly deviate from normal distribution.

The residual statistics further supported the assumption of normality. The standardized residual values ranged from 3.522 to 2.469 with a mean value close to zero and a standard deviation close to one. These values indicated that the residuals were reasonably distributed around the mean and did not show serious abnormal patterns.

According to Andy Field, normality can be assumed when the histogram approximates a bell shaped curve and the points on the Normal Probability Plot follow the diagonal line reasonably closely. Based on these the study concluded that the normality assumption was satisfied and the data were appropriate for regression analysis.

4.3.2.3 Linearity Test

Figure 5 Linearity Test

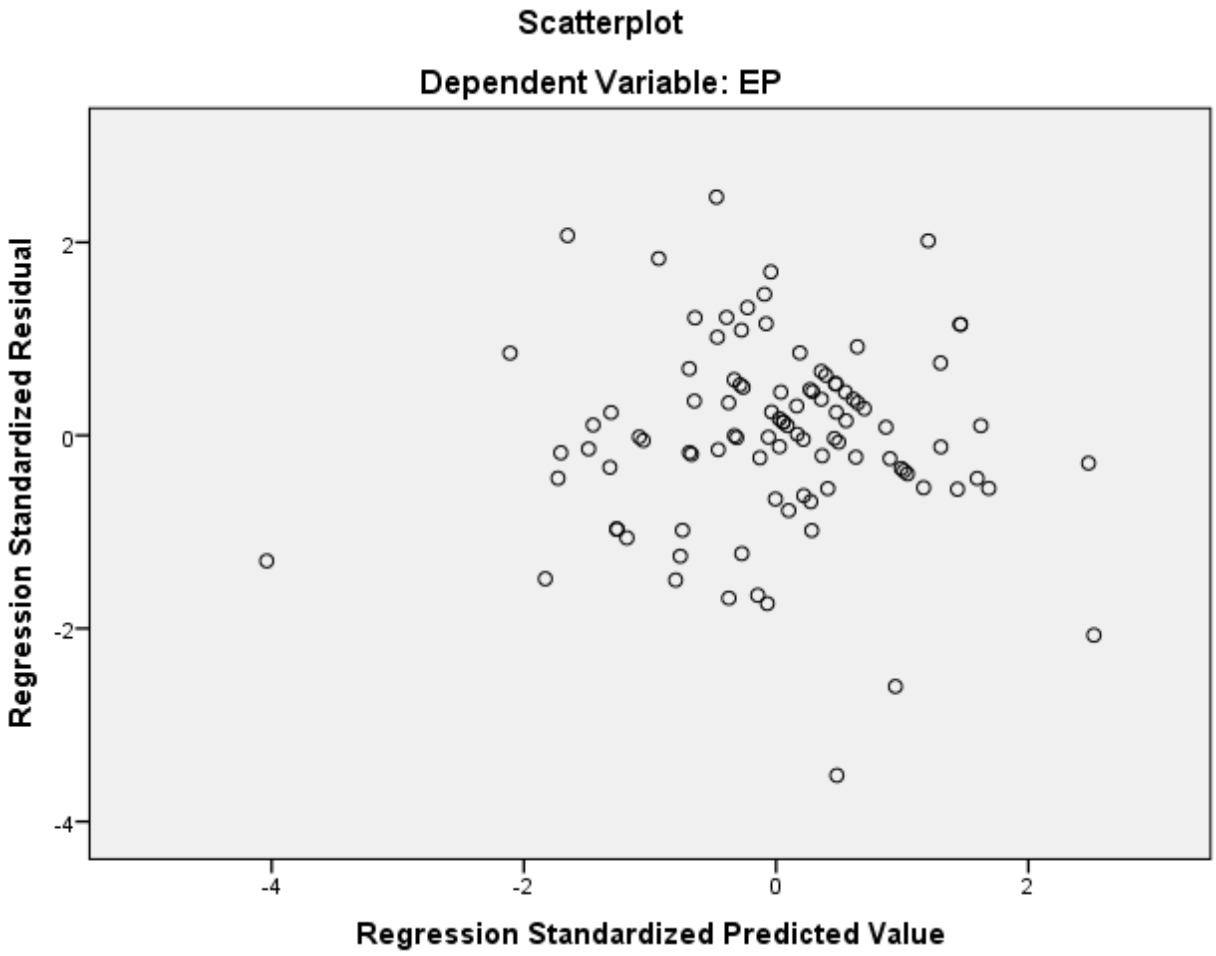


Source Personal Survey, performed using SPSS, 2026

The scatterplot between system quality and employee performance was used as a representative figure to examine the linear relationship between the study variables. Similar patterns were also observed in the scatterplots of the remaining independent variables namely information quality, service quality, strategic alignment, decision support and analytics and governance and security with employee performance. The scatterplots showed a reasonably straight line pattern without major curves or irregular distributions, indicating that the assumption of linearity was satisfied for all independent variables.

4.3.2.4 Homoscedasticity

Figure 6 Homoscedasticity Test



Source Personal Survey, performed using SPSS, 2026

The assumption of homoscedasticity was tested to examine whether the residuals had constant variance across the predicted values. Homoscedasticity is important in regression analysis because unequal variance of residuals may affect the reliability of regression results. In this study, homoscedasticity was tested using a scatterplot of regression standardized residuals against regression standardized predicted values.

The scatterplot showed that the residuals were randomly scattered around the zero line without forming a clear funnel shape, wave pattern or systematic distribution. Most of the points were

spread evenly above and below the horizontal axis. This indicated that the variance of the residuals remained relatively constant across different levels of predicted values.

Although a few points appeared slightly distant from the center, the pattern of the scatterplot did not show serious heteroscedasticity problems. the regression model met the assumption of homoscedasticity and was appropriate for further regression analysis.

According to Andy Field, homoscedasticity can be assumed when residuals are distributed randomly without obvious patterns or funnel shaped distributions. Based on the scatterplot results, the study concluded that the assumption of homoscedasticity was satisfied.

4.3.2.5 Autocorrelation

Table 13 Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.759[a]	.576	.549	.28846	1.786

a. Predictors (Constant), GS, SQ, SEQ, DSA, IQ, SA

b. Dependent Variable EP

Source: Researcher's Computation from SPSS Output (2026)

Autocorrelation occurs when residuals are correlated across observations, which may affect the accuracy and reliability of regression results. In this study, autocorrelation was tested using the Durbin Watson statistic.

The Model Summary table showed a Durbin Watson value of 1.786. According to Andy Field, a Durbin Watson value close to 2 indicates the absence of autocorrelation. In many social science studies, values between 1.5 and 2.5 are considered acceptable for regression analysis. The obtained value of 1.786 fell within the acceptable range, indicating that there was no serious autocorrelation problem among the residuals.

The residuals were independent and that the regression model was appropriate for further analysis. the assumption of autocorrelation was satisfied in this study.

4.3.2.5 Conclusion of Regression Assumption Tests

Before conducting the regression analysis, the major assumptions of regression were tested. The data satisfied the assumptions of multicollinearity, normality, linearity, homoscedasticity and autocorrelation. The independent variables did not show serious multicollinearity problems, the residuals were normally distributed and the relationships between the variables followed a linear pattern. The residuals were also randomly distributed and independent from one another. the data were considered appropriate for multiple regression analysis to examine the effect of HRIS dimensions on employee performance.

4.4 Regression Analysis

4.4.1 Model Summary

Table 14 Model Summary

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.759[a]	.576	.549	.28846
a. Predictors (Constant), GS, SQ, SEQ, DSA, IQ, SA				
b. Dependent Variable EP				

Source: Researcher's Computation from SPSS Output (2026)

The model summary table showed the relationship between the HRIS dimensions and employee performance. The R value of 0.759 indicated that there was a strong positive relationship between the independent variables and employee performance. This means that improvements in system quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security were associated with improvements in employee performance.

The R Square value of 0.576 showed that 57.6% of the changes in employee performance were explained by the HRIS dimensions included in the study. the HRIS played an important role in improving employee performance within the bank. It also means that the remaining 42.4% of employee performance was influenced by other factors that were not included in this study.

The Adjusted R Square value was 0.549. This result showed that the regression model remained reliable even after considering the number of independent variables used in the analysis. The model was suitable for explaining employee performance.

The standard error of the estimate was 0.28846, which showed that the difference between the actual and predicted values of employee performance was relatively small. the regression model had a good level of prediction accuracy. HRIS dimensions had a strong contribution to employee performance.

4.4.2 ANOVA

Table 15 Anova Result

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	10.421	6	1.737	20.873	.000[b]
	Residual	7.655	92	.083		
	Total	18.076	98			
a. Dependent Variable EP						
b. Predictors (Constant), GS, SQ, SEQ, DSA, IQ, SA						

Source: Researcher's Computation from SPSS Output (2026)

The ANOVA table was used to examine whether the regression model was suitable for explaining the effect of HRIS dimensions on employee performance. The regression model was statistically significant with an F value of 20.873 and a significance value of 0.000.

Since the significance value was less than 0.05, the result indicated that the independent variables jointly had a significant effect on employee performance. This means that system quality, information quality, service quality, strategic alignment, decision support and analytics and governance and security together contributed to changes in employee performance within the bank.

The regression sum of squares value of 10.421 showed the amount of variation in employee performance explained by the HRIS dimensions included in the study. The residual sum of squares value of 7.655 represented the variation caused by other factors outside the study. HRIS dimensions made an important contribution to improving employee performance.

The regression model was reliable and appropriate for explaining the relationship between HRIS dimensions and employee performance. This means that improvements in HRIS related factors were associated with better employee performance in the bank.

4.4.3 Regression Coefficient

Table 16 Regression Coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.760	.275		2.764	.007		
	SQ	.356	.063	.434	5.662	.000	.785	1.275
	IQ	.144	.065	.190	2.199	.030	.619	1.614
	SEQ	.004	.046	.009	.095	.925	.489	2.044
	SA	-.113	.072	-.199	-1.563	.121	.284	3.517
	DSA	.180	.061	.268	2.947	.004	.555	1.802
	GS	.229	.064	.369	3.574	.001	.431	2.318

a. Dependent Variable: EP

Source: Researcher's Computation from SPSS Output (2026)

According to Andy Field, the ANOVA test in regression analysis helps determine whether the regression model significantly predicts the dependent variable. Since the significance value of the model was below 0.05, the study concluded that the regression model was statistically meaningful and suitable for further interpretation.

The multiple regression model used in this study can be expressed as

$$EP = \beta_0 + \beta_1 SQ + \beta_2 IQ + \beta_3 SEQ + \beta_4 SA + \beta_5 DSA + \beta_6 GS + \varepsilon$$

Where EP represents employee performance, β_0 represents the constant term, β_1–β_6 represent the regression coefficients of the independent variables, SQ represents system quality, IQ represents information quality, SEQ represents service quality, SA represents strategic alignment, DSA

represents decision support and analytics, GS represents governance and security and ε represents the error term.

Based on the regression results obtained from the study, the estimated regression equation became

$$EP = 0.760 + 0.356SQ + 0.144IQ + 0.004SEQ + (-0.113SA) + 0.180DSA + 0.229GS$$

The coefficients table showed the individual effect of each HRIS dimension on employee performance.

System quality had a positive and significant effect on employee performance with a beta value of 0.434 and a significance value of 0.000. System quality was the most powerful factor. When the HRIS was easy to use, reliable, accessible, and fast, employees did their tasks better and faster. Among all the factors, system quality had the strongest positive effect on performance.

Information quality also made a real difference. Its beta value was 0.190, and the p-value was 0.030. This means accurate, relevant, and clear information from the HRIS helped employees make better decisions and finish their work successfully. Reliable information clearly led to better performance.

Service quality had very little impact. It showed a positive effect, but the result was not statistically significant. The p-value was 0.925. This suggests that support services and technical help are important for running the system, but they did not directly boost employee performance in this study compared to other HRIS dimensions.

Strategic alignment also did not show a significant effect. Its coefficient was negative, but the p-value was 0.121, which is not significant. This could be because employees deal more with the day to day use of the HRIS rather than its broader strategic role. That bigger picture feels less immediate in their daily work.

Finally, decision support and analytics stood out as another strong contributor. With a beta value of 0.268 and a significance level of 0.004. This indicated that reporting, forecasting, planning and analytical support from the HRIS improved employee performance. The result suggested that employees performed better when they had access to useful reports and information for decision making.

Governance and security also had a positive and significant effect on employee performance with a beta value of 0.369 and a significance value of 0.001. This showed that confidentiality, access control, policy compliance and data protection positively influenced employee performance. Employees were more confident and comfortable using the HRIS when they believed that the system protected sensitive bank and employee information.

The collinearity statistics further showed that all tolerance values were above 0.10 and all VIF values were below 10, indicating that multicollinearity was not a serious problem in the regression model. According to Joseph Hair et al tolerance values above 0.10 and VIF values below 10 indicate acceptable levels of multicollinearity.

System quality, information quality, decision support and analytics and governance and security had significant positive effects on employee performance. Service quality and strategic alignment did not show statistically significant effects in the regression model. The results suggested that improving the operational quality, information reliability, analytical support and security features of the HRIS could help improve employee performance within the bank.

4.5 Discussion of Hypotheses Testing

Table 17 Hypotheses Summary.

NO	Item	Unstandardized Coefficients (β)	Standardized Coefficients (β)	Significancy	Interpretation
H1	System quality has positive significance effect on Employee performance	.356	‘434	.000	Accepted
H2	Information quality has positive significance effect on Employee performance	.144	.190	.030	Accepted
H3	Service quality has positive significance effect on Employee performance.	.004	.009	.925	Accepted
H4	Strategic alignment has positive significance effect on Employee performance	-.113	-0.199	.121	Rejected
H5	Decision support and Analytics has positive significance effect on Employee performance.	.180	.268	.004	Rejected
H6	Governance and Security has positive significance effect on Employee performance	.229	.369	.001	accepted

Source: Researcher's Computation from SPSS Output (2026)

H1: System Quality has a Positive and Significant Effect on Employee Performance

The regression analysis revealed that system quality had a positive and statistically significant effect on employee performance ($\beta = 0.434$, $p < 0.05$). Therefore, H1 was supported.

In the regression analysis system quality had a positive and statistically significant effect on employee performance.

The result is strongly supported by the DeLone and McLean Information Systems Success Theory, which explains that high system quality improves system effectiveness and bank

outcomes. employees positively evaluated the HRIS in terms of ease of use, accessibility and responsiveness, which enhanced their ability to perform HR related activities with fewer delays and interruptions.

This finding matches the Technology Acceptance Model. That model says people use a system more when they find it easy to use. The positive link between system quality and employee performance shows that employees accepted the HRIS. It made work simpler and cut down on administrative tasks.

From the Resource Based View, system quality is a bank capability. It creates value by making operations more efficient.

A reliable HRIS becomes a strategic bank resource because it enhances employees' productivity, supports communication and improves workflow coordination. the finding confirms banks can improve employee performance by investing in high quality HR technologies.

The result is consistent with previous empirical studies such as (DeLone and McLean 2003), (Petter et al. 2008) and (Sulistyo 2018), which reported that system quality positively affects employee performance.

H2: Information Quality has a Positive and Significant Effect on Employee Performance

The regression analysis showed that information quality had a positive and statistically significant effect on employee performance ($\beta = 0.190$ $p < 0.05$).

The regression analysis showed that information quality had a positive and statistically significant effect on employee performance. H2 was accepted.

The finding supports the DeLone and McLean Information Systems Success Theory, which identifies information quality as a critical factor of system success. The theory explains that high quality information improves decision making, reduces.

The result is also supported by Decision Support Systems (DSS) theory, which explains that information systems improve bank performance when they provide timely and reliable information for decision making. The HRIS at Dashen Bank supported reporting, employee record management and HR planning activities, which contributed to reduced manual processing.

Interview findings further strengthened the quantitative result. Participants explained that the HRIS improved access to employee records, payroll information and bank reports. However,

From the RBV perspective, information quality represents a valuable bank capability because accurate information supports strategic coordination and efficient resource utilization. Banks that effectively manage HR information are more capable of improving employee productivity and achieving bank goals.

The finding agrees with previous empirical studies conducted by (Petter et al. 2008), Urbach and (Müller 2012) and (Kiros 2018), which concluded that information quality positively influences employee effectiveness and bank performance.

H3: Service Quality has No Significant Effect on Employee Performance

The regression analysis revealed that service quality did not have a statistically significant effect on employee performance ($p > 0.05$).

The regression analysis revealed that service quality did not have a statistically significant effect on employee performance. Therefore, H3 was not supported.

This finding partially contradicts the DeLone and McLean Information Systems Success Theory, which suggests that service quality positively influences system success through technical support, training and user assistance. The theory assumes that effective support services increase employees' confidence and encourage better system utilization. but the study suggests that service quality at Dashen Bank may not have been sufficiently strong to improve employee performance.

The descriptive and interview findings explain this result. Employees said training was not enough. Technical support was inconsistent. Support staff also had different skill levels.

Another possible explanation is this. Other factors may change the link between service quality and performance. These factors include employee training, technical skill, and experience with the system. Employees with strong tech skills may still perform well even when support services are weak.

Likewise, the effect of service quality may become stronger only when employees receive continuous training and management support. This implies that service quality alone may not directly improve performance unless combined with other bank and human resource factors.

This result differs from studies by Urbach and (Müller 2012), which found that service quality significantly improves user satisfaction and system effectiveness.

H4: Strategic Alignment has No Significant Effect on Employee Performance

The regression analysis indicated that strategic alignment did not have a statistically significant effect on employee performance ($p > 0.05$). H4 was rejected.

The regression analysis indicated that strategic alignment did not have a statistically significant effect on employee performance. Thus, H4 was rejected. respondents generally perceived that the HRIS supported bank objectives, the result suggests that strategic alignment did not directly influence employees' day to day work performan

Strategic alignment in this study refers to how well the HRIS supports the bank's goals, policies, and long term planning. such alignment can strengthen coordination at the organizational level, its direct impact on individual employee performance was not immediately visible.

This finding partly contrasts with the Resource Based View (RBV) theory, which argues that strategic alignment enhances overall bank performance by integrating technological capabilities with organizational objectives. According to the Resource Based View, better performance happens when strategic resources work well together. But this study suggests employees may not feel those strategic benefits in their daily tasks.

Interviews at Dashen Bank showed that the HRIS is still used mostly for administrative work. This includes payroll, record keeping and reporting. Advanced strategic features are limited. Like workforce analytics, succession planning, and talent management. This operational focus weakened the effect of strategic alignment on employee performance.

The evidence suggests strategic alignment may work indirectly but not directly. Other factors may shape this relationship. Like organizational culture, leadership support, employee involvement, good communication, and change management. employees who resist change may not use the strategic parts of HRIS. This may reduces their potential to improve performance.

Now Dashen Bank's HRIS works more as an operational tool than a strategic driver. Until strategic HR capabilities are fully added and accepted at all levels impacts on individual employee performance may stay limited.

H5: Decision Support and Analytics has a Positive and Significant Effect on Employee Performance

The regression analysis showed that decision support and analytics had a positive and statistically significant effect on employee performance ($\beta = 0.268$, $p < 0.05$). H5 was supported. This finding indicates the analytical and reporting capabilities of the HRIS improved employees' ability to make informed decisions, solve work related problems and perform tasks more efficiently at Dashen Bank.

The finding is strongly supported by Decision Support Systems (DSS) Theory, which explains that information systems enhance bank performance by providing timely, relevant and accurate information for decision making.

The result also supports the DeLone and McLean Information Systems Success Theory, particularly the idea that useful and reliable information systems contribute to positive bank outcomes. Employees who can easily access analytical reports and workforce information are more capable of performing their duties accurately and efficiently.

The finding is consistent with previous empirical studies by(Power 2002) and (Sulistyo 2018), which reported that decision support capabilities improve workplace efficiency, bank responsiveness and employee effectiveness. Now the study confirms that HRIS analytical functions play an important role in improving employee performance at Dashen Bank.

H6: Governance and Security has a Positive and Significant Effect on Employee Performance

The regression analysis revealed that governance and security had a positive and statistically significant effect on employee performance ($\beta = 0.369$, $p < 0.05$). H6 was accepted. This finding implies that effective governance practices, security controls and proper management of HRIS data contribute positively to employee performance within Dashen Bank.

The finding is strongly supported by IT Governance Theory, which explains that banks achieve better performance when information systems are properly controlled, monitored and aligned with bank policies.

The result is also supported by the Resource Based View (RBV) Theory, which considers governance and security as strategic bank capabilities that strengthen operational stability and bank efficiency.

The finding agrees with previous studies conducted by (Weill and Ross 2004), which concluded that strong IT governance practices improve bank effectiveness by enhancing system reliability, security and accountability. Therefore, the study Shows that governance and security mechanisms are important factors in improving employee performance.

4.6 Summary of Inferential Analysis

The inferential analysis was conducted to examine the relationship and effect of HRIS dimensions on employee performance. The correlation analysis showed that all independent variables had positive relationships with employee performance. This indicated that improvements in HRIS dimensions were associated with better employee performance.

Before regression analysis, the assumptions of regression were tested. The assumptions of multicollinearity, normality, linearity, homoscedasticity and autocorrelation were satisfied. the data were appropriate for regression analysis.

The regression analysis showed that the HRIS dimensions jointly had a significant effect on employee performance. 57.6% of the variation in employee performance was explained by the independent variables included in the study.

The coefficients analysis further showed that system quality, information quality, decision support and analytics and governance and security had significant positive effects on employee performance. Among these variables, system quality had the strongest effect. Service quality and strategic alignment did not show significant effects in the regression model.

CHAPTER FIVE

SUMMARY, CONCLUSION and RECOMMENDATIONS

5.1 Summary Of Major Findings

This study examined the effect of Human Resource Information System (HRIS) implementation on employee performance at Dashen Bank S.C. The findings were summarized based on descriptive analysis, qualitative interviews, correlation analysis, and multiple regression analysis.

The descriptive analysis revealed that employees generally had positive perceptions of HRIS implementation. System quality received a high mean score, indicating that employees considered the HRIS easy to use, reliable, responsive, and accessible. Information quality was also positively rated, suggesting that the system provided accurate, relevant, and consistent information for daily HR activities. Strategic alignment, decision support and analytics, and governance and security were similarly evaluated positively by respondents. Service quality received the lowest mean score among the HRIS dimensions, indicating concerns regarding employee training, responsiveness of support staff, and the consistency of technical support services.

The qualitative interview findings supported the survey results. Interview participants reported that HRIS improved operational efficiency, reduced paperwork, enhanced access to employee information, and facilitated routine HR activities such as payroll processing, reporting, and record management. However, participants also identified several challenges, including limited system flexibility, delays in updating information, insufficient training opportunities, and inconsistent technical support services.

The correlation analysis showed that all six HRIS dimensions system quality, information quality, service quality, strategic alignment, decision support and analytics, and governance and security were positively associated with employee performance. This indicates that improvements in HRIS implementation are generally accompanied by improvements in employee performance.

The multiple regression analysis revealed that system quality, information quality, decision support and analytics, and governance and security had statistically significant positive effects on

employee performance. Among these variables, system quality demonstrated the strongest positive influence on employee performance. In contrast, service quality and strategic alignment did not show statistically significant effects on employee performance within the study context, although respondents still evaluated these dimensions positively in the descriptive analysis.

Overall, the findings indicate that effective HRIS implementation contributes significantly to employee performance at Dashen Bank by improving efficiency, accuracy, decision making capability, coordination, and adaptability. The results further demonstrate that technological, informational, analytical, and governance related aspects of HRIS are important determinants of employee performance.

5.2 Conclusion

The study concluded that Human Resource Information System implementation has a significant positive effect on employee performance at Dashen Bank. Reliable system functions, accurate information, responsive support services, strategic alignment, analytical capabilities and secure operational procedures improved employee effectiveness and bank efficiency.

The findings showed that system quality, information quality, and service quality all helped support employee performance. Easy access to the system, reliable information, and good technical support made HR operations better. They also improved workplace decision making. However, challenges still remained. These included technical interruptions, slow information updates, and lack of proper training. These issues affected how well employees could use the HRIS.

The study concluded that strategic alignment, decision support and analytics and governance and security, enhanced HRIS.

5.3 Recommendations

For Dashen Bank

1. Improve system flexibility and reliability by conducting regular system health checks and introducing configurable workflows.
2. Enhance information timeliness and clarity by automating HR data updates and improving report formats to ensure employees receive accurate.

3. Improve governance, security, and user trust by increasing awareness of security features, reviewing user access rights regularly, implementing and two factor authentication.
4. Increase the strategic use of HRIS in workforce planning and employee development by utilizing HRIS data for workforce gap analysis.
5. Future researchers should conduct longitudinal and multi bank studies and apply advanced analytical Like Structural Equation Modeling (SEM) to examine indirect relationships between HRIS dimensions and employee performance.

For External Stakeholders

6. Policymakers should establish national HRIS standards for the banking sector by developing clear guidelines on data protection, and system reliability to improve HRIS effectiveness and employee performance in financial institutions.
7. HRIS vendors should provide flexible and customizable solutions tailored to the Ethiopian banking
8. Academic and research institutions should give greater attention to HRIS research by supporting comparative, longitudinal, and mixed method studies across different sectors in Ethiopia.

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Appendix A Questionnaire

Questionnaire on HRIS Implementation and Employee Performance at Dashen Bank S.C.

Instructions

This questionnaire is designed to collect academic research data. Your responses will remain confidential. Please answer all questions honestly. Tick ✓ the option that best represents your opinion.

Scale 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree Section A Demographic Information

A1. Gender Male ☐ Female ☐

A2. Age 20–30 ☐ 31–40 ☐ 41–50 ☐ Above 50 ☐

A3. Education Diploma ☐ Bachelor's ☐ Master's PhD ☐

A4. Work Experience <2 years ☐ 2–5 ☐ 6–10 ☐ >10 years ☐

A5. Department HR Operation ☐ HR Service ☐ Payroll Talent Acquisition ☐ Performance Management ☐ Training & Development ☐

Section B System Quality (SQ)

Code	Statement	1	2	3	4	5
SQ1	The HRIS system is easy to use					
SQ2	The HRIS system is user friendly					
SQ3	The system operates reliably without frequent errors					
SQ4	The system responds quickly when used					
SQ5	The system is flexible to meet my work needs					
SQ6	The HRIS is accessible whenever needed					

Section C Information Quality (IQ)

Code	Statement	1	2	3	4	5
IQ1	The HRIS provides accurate information					
IQ2	The information provided is relevant to my job					
IQ3	The information is complete					
IQ4	The system provides timely information					
IQ5	The information is clear and understandable					
IQ6	The information is consistent across the system					

Section D Service Quality (SEQ)

Code	Statement	1	2	3	4	5
SEQ1	IT support is available when needed					
SEQ2	HRIS support staff respond promptly to problems					
SEQ3	The support staff are knowledgeable					
SEQ4	Adequate training is provided for HRIS use					
SEQ5	System issues are resolved quickly					
SEQ6	Continuous support services meet user needs					

Section E Strategic Alignment (SA)

Code	Statement	1	2	3	4	5
SA1	HRIS aligns with bank goals					
SA2	HRIS aligns with HR objectives					
SA3	HRIS supports workforce planning					
SA4	HRIS supports employee development					
SA5	HRIS contributes to performance targets					

Section F Decision Support & Analytics (DSA)

Code	Statement	1	2	3	4	5
DSA1	HRIS provides accurate reports					
DSA2	HRIS provides useful reports					
DSA3	HRIS supports performance evaluation					
DSA4	HRIS supports planning					
DSA5	HRIS supports forecasting					

Section General Governance & Security (GS)

Code	Statement	1	2	3	4	5
GS1	HRIS ensures confidentiality					
GS2	Access is controlled					
GS3	HRIS follows policies					
GS4	HRIS ensures security					
GS5	HRIS protects data					

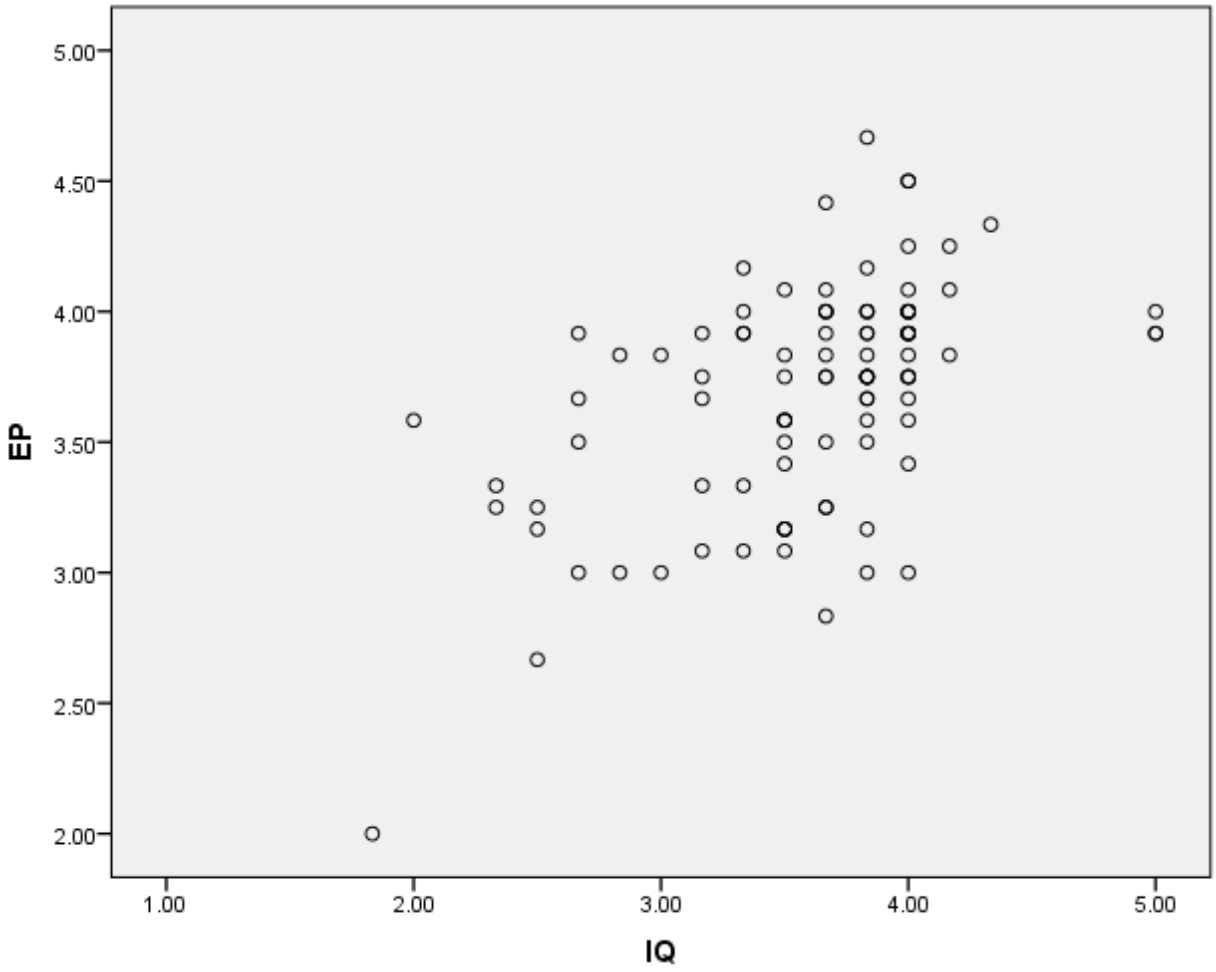
Section H Employee Performance (EP)

Code	Statement	1	2	3	4	5
EP1	I complete my assigned tasks efficiently					
EP2	I consistently meet my work targets					
EP3	I produce high quality work					
EP4	I minimize errors in my work					
EP5	I complete my tasks on time					
EP6	I manage my time effectively					
EP7	I provide prompt service to customers					
EP8	I meet customer expectations in my work					
EP9	I work effectively with my colleagues					
EP10	I contribute to team goals					
EP11	I adapt quickly to changes in my work					
EP12	I learn new systems easily					

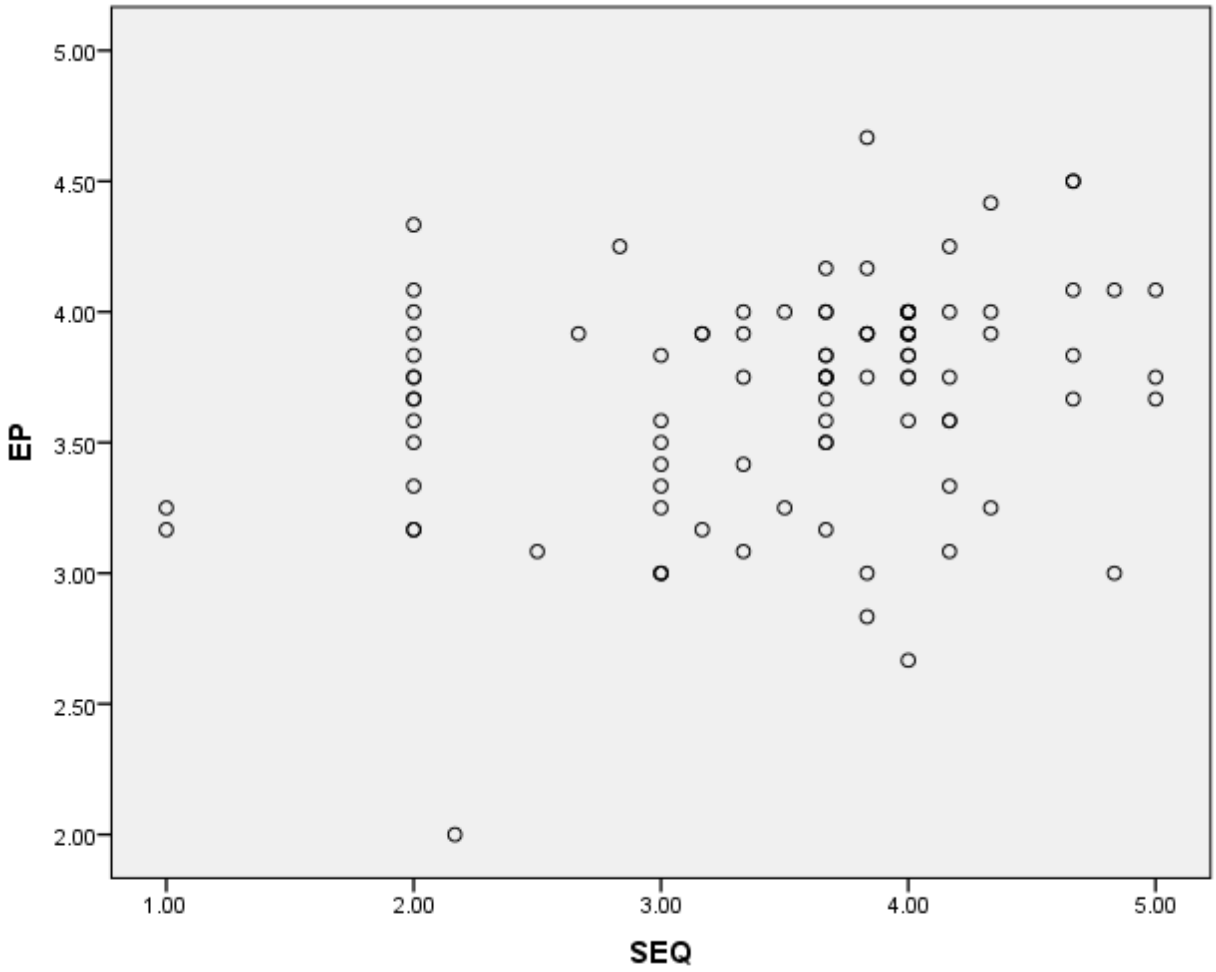
Appendix B Main Interview Questions

1. How does system quality (in terms of ease of use, reliability and speed) affect employees' performance?
2. How does Information Quality (IQ) influence employees' effectiveness and decision making?
3. How does Service Quality (SEQ) affect employees' ability to use the system and perform their tasks?
4. To what extent strategic alignment influence employee performance?
5. How do HRIS reports and analytics support decision making, planning and performance improvement in your department?
6. How do HRIS governance and security practices (influence employees' trust and system usage?
7. How HRIS implementation affected employee performance ?

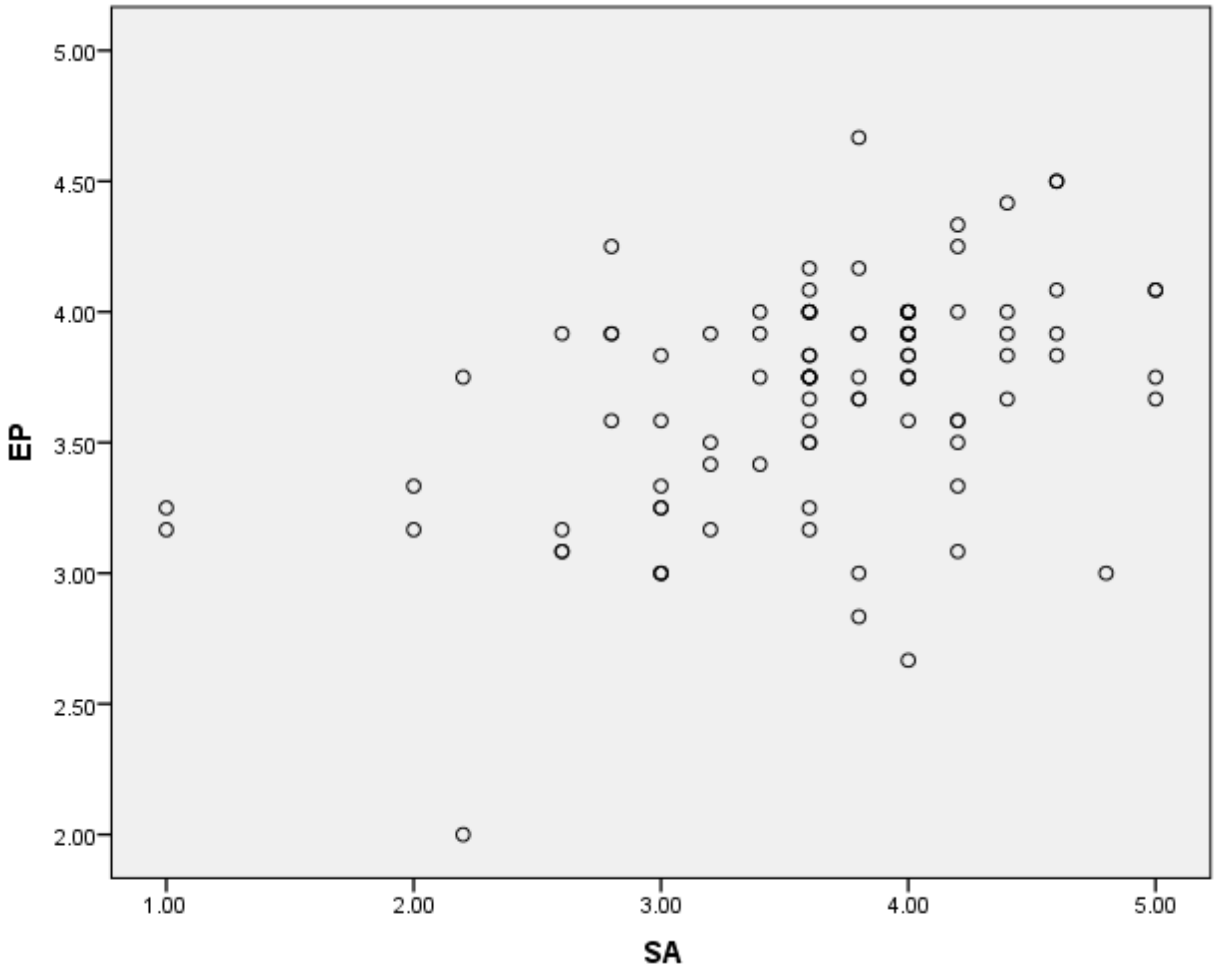
Appendix C Linearity Test



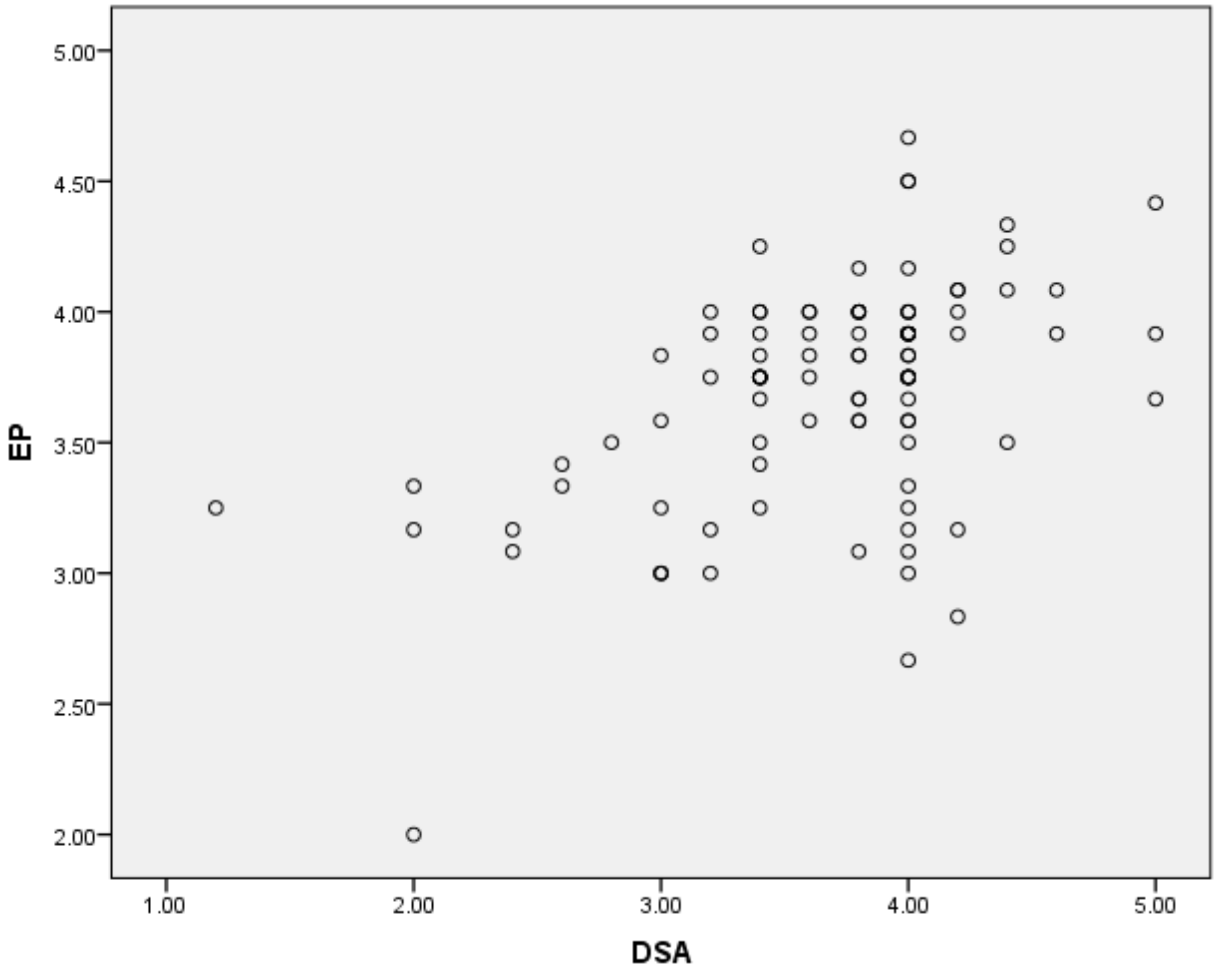
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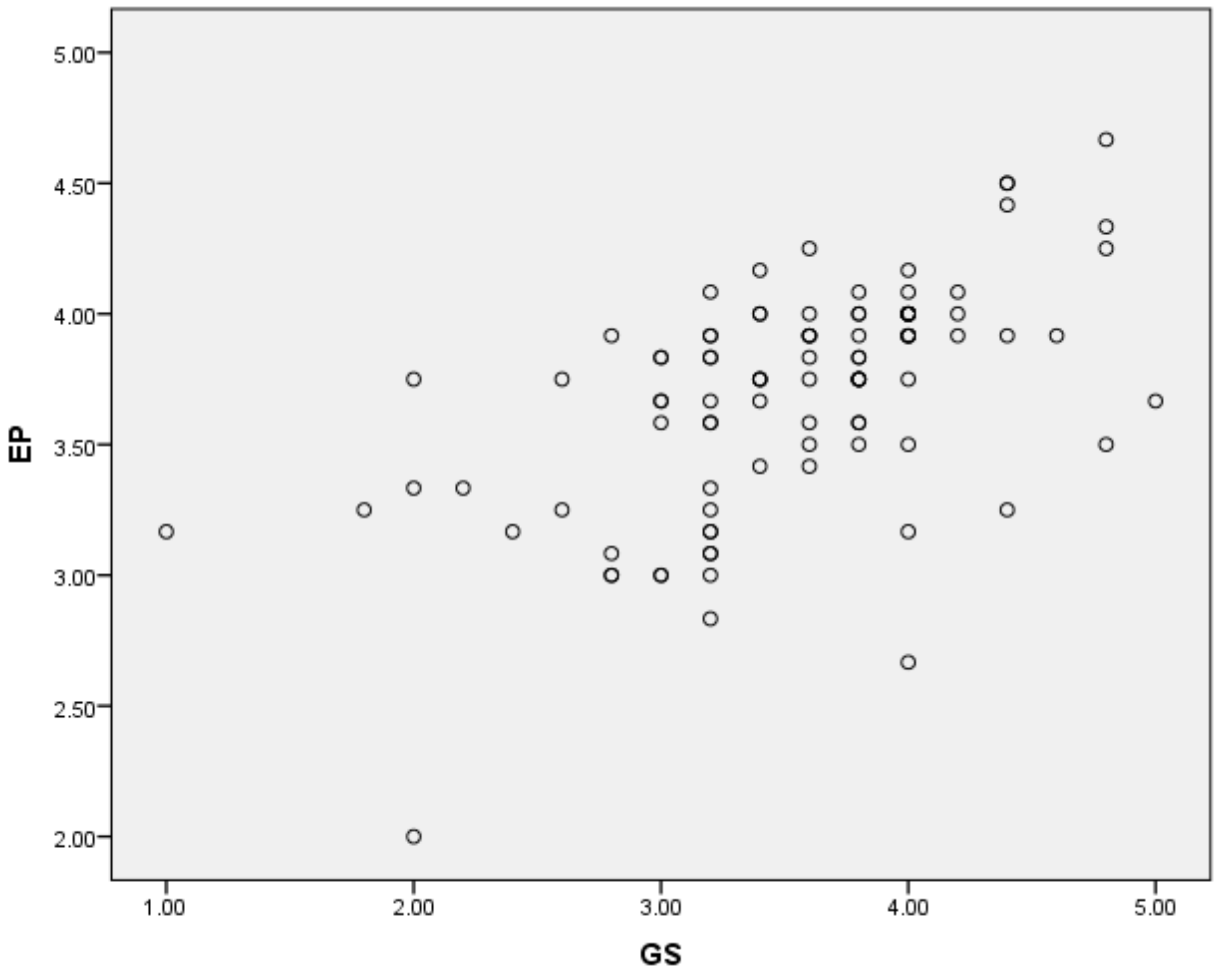
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