



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !



## **ADDIS ABABA UNIVERSITY**

### ***SCHOOL OF COMMERCE***

### ***M.A IN HUMAN RESOURCE MANAGEMENT (EXTENSION)***

Assessment Of User satisfaction and Usability of Human Resource Information System  
(HRIS) at Bemedia Media Program Preparation and Advertisement PLC (Kana  
Television)  
Final research paper

To: Abdurezak Mohammed (Ph.D.)

Submitted By: Mahlet Abayneh

ID: GSE/4586/15

## **ACKNOWLEDGMENT**

I am grateful to my advisor, Dr. Abdurezak Mohammed for his patience, understanding and assistance. I would like to give my gratitude and respect to my family and friends for their assistance, morale support and continuous understanding and dedication to support me all the time.

My Sincere gratitude goes to Bemedia human resource staff members who helped me gather all the necessary information, who have distributed the questioner and assisted me with the interview. Without their support this paper would not have been possible and accomplished.

## **DECLARATION**

I hereby declare that the research conducted on the assessment of the Human Resource Information System (HRIS) at Bemedia Media Program Preparation and Advertisement PLC (Kana Television) is my original work. All sources of information and ideas used in this study have been appropriately cited and acknowledged. This research has not been submitted for any other degree or publication. I confirm that the findings and conclusions presented herein are based on the data collected and analyzed during this study.

**ASSESSMENT OF HUMAN RESOURCE INFORMATION SYSTEM**

(HIRS) IN THE CASE OF BEMEDIA MEDIA PROGRAM  
PREPARATION AND ADVERTISEMENT PLC (KANA  
TELEVISION)

Department of Human Resource Management

BY- MAHLET ABAYNEH

**Name and signature of Examining Board**

<b><u>Name</u></b>	<b><u>Title</u></b>	<b><u>Sign</u></b>	<b><u>Date</u></b>
Dr. Abdurazak Mohammed	Advisor		
	<b>Internal Examiner</b>		
	<b>External examiner</b>		

## **ABSTRACT**

This study assesses the effectiveness of the Human Resource Information System (HRIS) at Bemedia Media Program Preparation and Advertisement PLC (Kana Television). With a focus on user satisfaction and usability, the research aims to identify gaps and areas for improvement within the system. Through a mixed-methods approach, quantitative data was collected via structured questionnaires from 139 employees, while qualitative insights were gained from interviews with 8 managers. The findings reveal that while users generally perceive HRIS as beneficial, significant challenges remain, including underutilization of functionalities and concerns over system usability. Recommendations emphasize enhancing training, improving support mechanisms, and aligning system functionalities with organizational goals. The study contributes valuable insights that can enhance HR practices through improved HRIS utilization within the company.

**Key Words :** Human resource information system(HRIS), HRIS functionalities, Cost benefit analysis, Usability, User satisfaction , Human resource management

## Table of Contents

<b>ABSTRACT</b> .....	i
1. CHAPTER ONE – INTRODUCTION .....	1
1.1. Background of study .....	1
1.2. Statement of the problem .....	2
1.3. Research Questions .....	3
1.4. Research Objectives .....	4
1.4.1. General Objective .....	4
1.4.2. Specific Objectives.....	4
1.5. Significance of the study .....	4
1.6. Scope of the study .....	5
1.7. Limitation of the study.....	5
1.8. Organization of the study .....	6
1.9. Definition of terms .....	6
2. CHAPTER TWO – LITRATURE REVIEW .....	7
2.1. Theoretical literature review .....	8
2.1.1. The concept and definition of HRIS .....	8
2.1.2. Adoption and utilization of HRIS .....	9
2.2. Empirical literature review .....	11
2.2.1. Factors affecting the use of HRIS .....	11
2.2.2. Functions of HRIS .....	13
2.2.3. Impact of HRIS implementation.....	15
2.3. Conceptual framework.....	18
2.4. Research gaps in relevant literature .....	19
3. CHAPTER THREE – RESEARCH METHODOLOGY .....	21
3.1. Research Approach.....	21
3.2. Research Design .....	22
3.2.1. Population and sample .....	22
3.2.2. Study setting.....	23
3.2.3. Target population .....	23

3.2.4.	Sample frame .....	23
3.2.5.	Sampling method and technique.....	24
3.2.6.	Sampling size and determination.....	24
3.2.7.	Types and sources of data.....	24
3.2.8.	Data collection method .....	24
3.2.9.	Data collection procedure.....	25
3.2.10.	Validity and reliability .....	25
3.2.11.	Methods of analysis.....	25
3.2.12.	Ethical consideration .....	26
3.3.	Summary .....	26
4.	CHAPTER FOUR - RESULTS AND DISCUSSIONS .....	27
4.1.	General Information.....	27
4.2.	Demographics of the respondents.....	27
4.3.	Analysis and Discussion of Descriptive Statistics.....	30
4.4.	Analysis of data on the Usability of the system .....	33
4.5.	Analysis of data on users' satisfaction with orange HRM .....	34
4.7.	Analysis of Interview questions .....	37
5.	CHAPTER FIVE – MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	47

# 1. CHAPTER ONE – INTRODUCTION

## 1.1. Background of study

In a world that is rapidly changing and evolving, organizations are expected to adopt different types of technologies to carry on their operation. One of the technologies being Human Resource Information System (HRIS), which has transformed the landscape of Human Resource Management (HRM) of an organization. The effective management of human resources in a firm to gain a competitive advantage in the marketplace requires timely and accurate information on current employees and potential employees in the labor market. With the evolution of computer technology, meeting this information requirement has been greatly enhanced through the creation of HRIS (Mohan ThiTe, Michael J. Kavanagh, and RichaRd d. Johnson, 2012). Human Resource Information System (HRIS) is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. It is a concept which utilizes the development of Information Technology (IT) for effective management of human resources (HR) functions and applications. HRIS enables systematic procedures for collecting, storing, maintaining and recovering data required by the organizations for their human resources, personnel activities and organizational characteristics (Meenakshi Rao, Manju Dhillon, 2017). The media industry in Ethiopia has an intense competition. One way to be at the top of this competitive chain is to adopt technologies, and the adoption of HRIS being one of the technological advancements. At Bemedia Media Program Preparation and Advertisement plc, commonly known as Kana Television, effective and efficient management of human resources is one way of gaining competitive advantage within the media Industry. This organization utilizes HRIS to manage a narrow range of HR functions such as Employee record, data management, report and analytics and compliance and legal issues processing.

The benefits of the Human Resource Information System (HRIS), if not effectively implemented, may not be realized or may only be randomly achieved in certain areas in an organization, thereby making the investment unprofitable and questionable. The converse of achieving a valuable, long-term investment for an organization can only be realized if HRIS successfully impacts on all facets of the work environment in an integrated and holistic way (Nikhil Aswanth Kumar, Sanjana

Brijball Parumasur, 2013). In the case of Bemedia, regardless of the huge investment in HRIS, there are concerns about the utilization and effectiveness of the system in general. Most functionalities are underutilized and the satisfaction of users is questionable, which gives rise to the need for deep assessment. In addition, since the nature of the media demands the HR system be fast-paced and responsive, which makes it important to ensure the HRIS can adapt to changing organizational and employee needs.

Assessing the root cause of these issues is important to ensure the HRIS supports Bemedia's organizational objective and meets the need of workforce while optimizing the system. This study aims to assess the current HRIS at Bemedia, mainly focusing on user satisfaction and usability/utilization of system functions. Additional areas for exploration will include the necessity of effective training programs for users of the system, the integration of feedback mechanism for continuous improvement and using data analytics to inform HR decision.

Moreover, this research will investigate how well the HRIS promotes smooth communication and collaboration within different departments, which will enable this research to identify the gap and areas that require improvement.

Through this assessment, Bemedia can use its HRIS to better its employee satisfaction and engagement to deliver high quality media content and service. The findings will not only benefit Bemedia but also the wide range of the media industry when it comes to HRIS effectiveness and efficiency, by identifying gaps and offering best practices and recommendations to minimize similar challenges.

## 1.2. Statement of the problem

Most recently, the utilization of HRIS became an important system to efficiently optimize human resource management. It also became the most crucial technology in developing countries. Despite the significant investment in HRIS, many organizations, including Bemedia, struggled to fully understand the potential benefits and utilize these systems. Even if HRIS minimized the workload of the HR department at Bemedia, the majority of functions the system could provide weren't being utilized. Important functions of HRIS were overlooked by the HR department as well as the organization. On the other hand, the accessibility and difficulty understanding how to use the system in some departments was another problem. Employees found it difficult to use the HRIS

implemented at Bemedia; due to this, the HR department became crowded with employees, which made the system ineffective to some extent. This led to dissatisfaction among users, both HR personnel and employees.

First, user satisfaction analysis was important for determining whether an HRIS was effective or not. If users, namely HR personnel and employees including management, were dissatisfied with the system functionality, then it led to underutilization or wrongful usage of the system. Understanding user satisfaction determined the gaps in functionality and what could be done to improve them.

Second, usability was a very important factor that affected the full utilization of HRIS. If a system tended to be slightly difficult to use and complicated to understand, unless the organization was willing to provide training to users, it was deemed to be an unprofitable investment. Therefore, it was vital to investigate the usability of the HRIS at Bemedia to ensure users' needs were met and HR processes were facilitated smoothly.

In summary, this research focused on the following problems:

- Underutilization of HRIS functions at Bemedia;
- Employees demonstrated varying levels of understanding and usage of the HRIS, which led to potential inefficiency of the system;
- There is concern regarding the satisfaction of employees and HR personnels with the existing HRIS at Bemedia.

This research investigated the above gaps and provided realistic recommendations and insights to achieve effective organization performance.

### 1.3. Research Questions

- What specific HRIS functions were utilized or underutilized at Bemedia Media Program Preparation and Advertisement PLC (Kana TV)?
- How well do employees understand and effectively use the HRIS at Bemedia Media Program Preparation and Advertisement PLC (Kana TV)?
- How satisfied were HR personnel and employees with the existing HRIS at Bemedia Media Program Preparation and Advertisement PLC (Kana TV)?

## 1.4. Research Objectives

This study assessed the HRIS system used at Bemedia, which is Orange HRM. This study investigated to what extent the functionality of the system is in sync with user satisfaction and usability within the organization.

### 1.4.1. General Objective

To assess the functionality of the HRIS at Bemedia through comprehensive investigation based on three critical dimensions: User satisfaction and Usability. This identified gaps and improvement areas and provided the necessary recommendations and insights.

### 1.4.2. Specific Objectives

- To evaluate the current HRIS functions utilized at Bemedia Media Program Preparation and Advertisement PLC (Kana TV) and are overlooked.
- To assess and provide insight on the extent of understanding and use of the HRIS by the employees of Bemedia Media Program Preparation and Advertisement PLC (Kana TV).
- To measure the satisfaction levels of the HR personnel and employees with the existing HRIS at Bemedia Media Program Preparation and Advertisement PLC (Kana TV's) and determine improvements.

## 1.5. Significance of the study

The significance of assessing the HRIS at Bemedia is based on the functionality of the system in light to cost analysis, usability and user satisfaction. This assessment will help to identify the key features that enhance operational efficiency, smooth workflow, and reduction of administrative burdens. By identifying improvement areas, the research provides actionable insights and recommendations to fully optimize the system and meet organization and employee needs.

The major benefits include:

- The optimization of HR processes using the HRIS full capacity. This will enhance efficient and smooth workflow of HR functions.

- By evaluating user satisfaction, the study will reveal the effectiveness of the HRIS and identify areas for improvement. This insight is crucial for guiding Bemedia in optimizing the system to enhance user experience and overall organizational engagement.
- The HRIS system should be accessible and understandable to users. This research ensures the HRIS is user friendly and accessible to users.
- This study will help Bemedia and other Media companies in similar situations gather feedback to identify gaps and improve the system as much as possible.

Based on the above points the organization as well as other organizations with similar issues will have an insight and the recommendations will help narrow the gaps that are recognized as problems in the research.

## 1.6. Scope of the study

### **Methodological Scope**

- The research will assess the effectiveness of the Human Resource Information System (HRIS) at Bemedia Media Program Preparation and Advertisement PLC (Kana Television).
- It will focus on various functional areas supported by HRIS, including recruitment, onboarding, payroll, performance management, and employee data management.
- The study will involve different user groups, including HR personnel, employees, and management, to evaluate satisfaction and usability.

### **Temporal Scope**

- The study has been conducted for the past 1 year.

### **Geographical Scope**

- The research will be conducted at Bemedia Media Program Preparation and Advertisement PLC (Kana Television), which is based in Addis Ababa, Ethiopia.

## 1.7. Limitation of the study

The limitation of the study will include that the research focus is specifically on one organization, which will limit the applicability of the findings and recommendations to other organizations.

Another is the size of the sample may be small and may affect the reliability and validity of the result.

Lastly, respondents may be biased. They may provide culturally desirable answers or peer-dependent answers which will make its authenticity invalid.

Understanding these limitations, the study suggested areas for further research.

## 1.8. Organization of the study

The study starts with Chapter One, which introduces the significance and challenges of Human Resource Information Systems (HRIS) at Bemedia, followed by Chapter Two, a literature review that explores existing research and theoretical frameworks related to HRIS. Chapter Three outlines the research methodology, detailing the research approach, design, population, data sources, collection procedures, ethical considerations, and analysis methods. Chapter Four will present the findings, analyzing and interpreting the results in relation to the research questions. Finally, Chapter Five summarizes the key outcomes, draws conclusions, and offers recommendations for enhancing HR practices and the effectiveness of the HRIS at Bemedia.

## 1.9. Definition of terms

- Human Resource Information System (HRIS) - HRIS is defined as a software solution that integrates various HR functions, allowing organizations to manage employee data efficiently and support decision-making processes. It serves as a backbone technology for contemporary human resource management, facilitating tasks such as payroll, recruitment, and performance management (Hendrickson, 2003).
- HRIS Functionality - The functionality of an HRIS encompasses the specific features and capabilities that enable HR professionals to perform essential tasks, including data management, reporting, and analytics. Effective HRIS functionality is crucial for enhancing HR operations and ensuring compliance with organizational policies (Johnson et al., 2021).
- Usability - Usability refers to the ease with which users can interact with the HRIS, including the intuitiveness of the interface and the overall user experience. High usability

is essential for ensuring that HR professionals can effectively utilize the system without extensive training (Kavanagh et al., 2021).

- User Satisfaction - User satisfaction is the degree to which users feel that the HRIS meets their needs and expectations. It is influenced by factors such as system functionality, usability, and the quality of support provided, which collectively impact on the overall effectiveness of HRIS in an organization (Carlson et al., 2021).
- Human Resource Management (HRM) - HRM is described as the strategic approach to managing an organization's workforce, focusing on recruiting, training, and developing employees to enhance organizational performance and achieve business objectives. It encompasses various practices and policies that align with the organization's goals (Valcik et al., 2021).

## 2. CHAPTER TWO – LITRATURE REVIEW

The aim of this chapter is to analyze the various sources and writings on HRIS since this technology has become an integral tool for organizations seeking to utilize the full potential of the HRM practices and functions. This chapter covers some authors' findings and understanding on

HRIS and includes the definition and impact of HRIS, application and function of HRIS and factors that influence the system.

## 2.1. Theoretical literature review

### 2.1.1. The concept and definition of HRIS

As the overall focus of human resources has shifted from personnel administration to employee development and engagement, the increasing administrative workload has heightened the need to meet a growing array of statutory requirements. According to Kleynhans (2006), a Human Resources Information System (HRIS) is defined as a computerized system that enables human resource managers to gather, organize, store, update, and retrieve the necessary information for managing employees. Similar to other technologies, the primary aim of HRIS is to enhance employee productivity, specifically by increasing the efficiency of the HR department.

HRIS has evolved significantly over the last thirty years, transforming from a simple data management system into a comprehensive information system, and eventually into a robust decision support system (Waddill & Marquardt, 2011). It is an information system that utilizes computers and information technology to effectively implement HR management applications. Serving as an online tool for data entry, tracking, and fulfilling information needs, HRIS supports payroll, accounting, management, and human resources departments within a company. Essentially, this system manages all employee data, facilitates reporting and analysis, and organizes important company-related documents such as safety regulations, emergency evacuation procedures, and employee handbooks (Mohammad Rafiq Lone & Ulfat Jaan, 2021).

Furthermore, based on some writings HRIS systems have substantially improved various HRM sub-functions, enabling organizations to boost productivity, reduce administrative workloads, and enhance services for employees, retirees, and job seekers. Key goals such as attracting skilled candidates, streamlining the hiring process, facilitating self-service technologies, and allowing for remote training have been successfully achieved, largely due to advancements in Internet and cloud-based technologies (Richard D. Johnson, Kimberly M. Lukaszewski & Dianna L. Stone, 2016).

Kavanagh, Gueutal, and Tannenbaum (1990) define HRIS as a system that aids HR management and managerial decisions by gathering, storing, manipulating, analyzing, retrieving, and sharing data about an organization's human resources. This definition further emphasizes that HRIS extends beyond mere computer hardware and software; to maximize its effectiveness, collaboration among departments is essential. In essence, HRIS encompasses not only software and technology but also the people, forms, data, and established rules and processes that contribute to its success.

In general, the evolution of Human Resources Information Systems (HRIS) has significantly transformed the HR landscape by enhancing efficiency, productivity, and decision-making capabilities within organizations. Moreover, the integration of technology in HR practices not only improves administrative efficiency but also fosters a collaborative environment that enhances overall organizational performance.

### 2.1.2. Adoption and utilization of HRIS

The economic landscape underwent radical changes throughout the 1990s with increasing globalization, technological breakthroughs (particularly Internet-enabled Web services), and hyper competition. These changes to both human resources and the systems supporting. Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because, unlike other resources, intellectual capital is difficult for competitors to imitate. (Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). In modern days to effectively evaluate their data, businesses have integrated their HRIS with various HR-related functions. This integration connects HR modules such as payroll, leave management, time and attendance tracking, and data updates to the HRIS, allowing for detailed information across nearly every module. HRIS enhances HR planning and accelerates decision-making by supporting essential HR analysis required for effective planning and choices. Employers make decisions based on the skills and capabilities of their workforce to retain talented and satisfied employees. HRIS provides access to dashboards and the ability to create additional reports tailored to organizational needs, enabling management to make informed decisions and develop strategies to enhance performance and profitability. Since every business must forecast the workload necessary for improvement, the insights from HR analysis serve as valuable feedback

for future organizational needs. Furthermore, it aids companies in hiring, managing employee turnover, providing services, training, and various other functions to build a skilled workforce, (Chetan Sharma, Sakshi, Shamneesh Sharma & Neha Kondal, (2023). As well as helping the firm achieve more success, HRIS helps the HR department make the HRM process simpler, quicker, less expensive, and more efficient. Only when a company adopts or adapts the HRIS system precisely and more successfully can all these benefits be fully realized. When installing and utilizing the HRIS, practically every organization faces a number of problems. (Ananya Raka Chakraborty & Dr. Nur Naha Abu Mansorb, 2013). Depending on firm size, organizations implement different types of HRIS to remain cost-effective. Thus, larger firms tried to implement operational HRIS, relational HRIS, and transformational HRIS. For successful adoption and utilization of HRIS, it is very important to have skilled HRIS professionals who can understand its features and take full advantage of HRIS. Technological factors have a significant role in adopting HRIS, and companies that have IT expertise and technology infrastructure will adopt and use HRIS more likely. (Anton Florijan Barisic & Mirjana Pejic Bach, 2022)..

Despite the importance of HRIS implementation in organizations, there is still a limited understanding of its successful application and outcomes in a developing country such as Bangladesh, this study conducted by G. M. Azmal Ali Quaosar, (2017) aimed at exploring the factors that influence the decision to adopt HRIS and the extent of HRIS adoption using in the context of Bangladesh. Factors influencing the adoption of HRIS and the degree of its adoption in the article include six key variables: relative advantages, compatibility, complexity, top management support, HRIS expertise, and organizational size. These factors were identified as significant in differentiating between organizations that have adopted HRIS and those that have not. Regarding relative advantage, the findings from the discriminant analysis in the research suggest that the choice to adopt HRIS is influenced by the perceived organizational benefits associated with it. Specifically, adopters tend to recognize greater advantages from HRIS compared to non-adopters. One possible explanation is that the benefits experienced by organizations that adopt HRIS are likely to be more immediate and noticeable than those perceived by organizations that do not adopt the system. This study was carried out on a sample of HR executives and professionals from companies based in Dhaka, Bangladesh. In conclusion, the research emphasizes the relative importance of organizational characteristics in the decision to

adopt HRIS and the degree of its adoption and use. It underscores the necessity of organizational initiatives to facilitate the adoption of new technologies. The size of the organization was found to impact both the decision to adopt HRIS and the level of HRIS adoption. Additionally, HRIS expertise was identified as another factor influencing the extent of HRIS adoption, alongside organizational size. The study also reveals that there are distinctions between the factors affecting the decision to adopt HRIS and those influencing the extent of adoption. Specifically, the adoption decision is shaped by perceived innovation characteristics such as relative advantage, compatibility, and complexity, while these variables do not affect the degree of HRIS adoption. Similarly, external environmental factors, such as competition, have a moderate effect on the decision to adopt HRIS but do not influence the extent of its adoption.

However, despite the influences, these days the application of HRIS has become so vast and popular that now irrespective of their size, age, ownership status, and geographical location all organizations are trying to adapt and utilize HRIS to gain benefits and there are studies that show the positive impact of using HRIS.

## 2.2. Empirical literature review

### 2.2.1. Factors affecting the use of HRIS

Several factors influence the effective implementation of HRIS. One key component is IT infrastructure. Information technology infrastructure has a big influence on how Human Resource Information Systems (HRIS) are implemented. (Afif Maulana Ibrahim<sup>1</sup>& Hapzi Ali, 2013). It includes a robust internet and networking system that enhances HRIS efficiency, a suitable telecommunications system that improves effectiveness, technology capable of collecting and analyzing business data, a dedicated IT department to address HRIS-related issues, and safeguards to manage safety and privacy when using HRIS (Harshith.N, Sujay Mugaloremutt Jayadeva, Dr.Rachana Rajendra Shikhare & Surabhi Verma, 2022). The second factor is management support. The term is used to describe the initiatives and guidelines implemented by upper management to promote the organization's adoption and use of HRIS (Afif Maulana Ibrahim<sup>1</sup>& Hapzi Ali, 2013). Management support encompasses the cooperation of senior and top management, their backing for employee training, initiatives to adopt new technologies and systems, commitment to implementing the HRIS system, and strategies to leverage HRIS for better

decision-making. The third factor is staff capability, which involves employees' commitment to using the HRIS, their willingness to adapt to workflow changes, ongoing IT skill development, the need for adequate IT training for effective HRIS operation, and sufficient IT knowledge to work with the system. Lastly, expenditure and market competition play a role, including the organization's capacity to cover HRIS implementation costs, the ability to manage operational expenses, the impact of HRIS investment on future cost-effectiveness, and the organization's willingness to invest for competitive advantage. Efforts in operational excellence, new product development, and customer satisfaction can further enhance the effectiveness of HRIS (Harshith.N, Sujay Mugaloremutt Jayadeva, Dr.Rachana Rajendra Shikhare & Surabhi Verma, 2022).

The literature all agreed that organizational readiness has a significant impact on the adoption of organizational technologies, despite differences in the precise definition. In this case the degree of financial and technical resources that a company has at its disposal, such as infrastructure, pertinent systems, and technical expertise, is referred to as organizational readiness. The purpose of the organizational readiness construction is to ascertain whether the organization possesses the qualities required to be ready to implement HRIS. Organization size, a firm's technological experience, the type of business, and organizational ownership are among the demographic traits of organizations that have been proven to be significant variables in the adoption of HRIS by numerous studies. Innovation adoption has been found to be either facilitated or inhibited by organizational structure. The degree of centralization, the degree of formalization of various operations, and the degree of staff specialization within an organization are some markers that can be used to identify it. These attributes are all linked to the implementation of HRIS. (Rand Hani Al-Dmour, Steve Love & Zu'bi M.F. Al-Zu'bi, 2013).

The adoption or early adoption of an innovation is greatly influenced by the involvement and participation of its executive or top-level management. In the area of human resource management, connection merits more research because of the possible crucial roles that they may play as both recipients and distributors of HR information. The ability of successful firms to incorporate innovation into their management procedures and organizational culture supports the claim that organizational adoption behavior success is partially determined by the organization's culture. An examination of the literature on organizational innovation has revealed a number of innovative

traits that are important factors in determining the acceptance of new ideas. Since then, researchers have used these innovative traits to assess whether an organization has adopted an idea, and they are still a hotly debated subject. (Rand Hani Al-Dmour, Steve Love & Zu'bi M.F. Al-Zu'bi, 2013). There exist multiple elements that negatively affect HRIS. Leadership is a significant factor in HRIS failure. Transition in management requires effective planning, but if there is no clear vision for the transition, this element may also lead to HRIS failure. Change management may also be a factor in the failure of HRIS adoption. This is because it will take some time for something that changes within the organization to adapt to different organizational contexts. The success or failure of an HRIS implementation project can be determined by the effectiveness of communication. In an organization or productive workplace, communication skills are often essential. As a result, a failure of the HR information system could be caused by a lack of a thorough communication plan and poor continuous contact with all parties involved. One of the organization's most crucial tasks is training. Effective training is also crucial for any management project, especially when new work processes and technology are involved. As a result, training may also contribute to HRIS failures since it may be insufficient or of low quality and people may not be encouraged or empowered to acquire new skills (Roziyah Safri, 2019). The installation of Human Resource Information Systems (HRIS) is made possible in large part by management assistance.

### 2.2.2. Functions of HRIS

The needs of the organization's various management levels, including HR specialists, functional area managers, and employees, must be satisfied by HRIS. HR departments face pressure to adopt more affordable and advanced technology to enhance effectiveness and efficiency in service delivery by reducing costs and providing value-added services. Consequently, it is sought to be cost-effective to adopt HR software, such as HRIS (Faruk Bhuiyan et al, 2014). A business may retain its competitiveness in the market and make the most use of its people resources with the aid of HRIS. Human resource information systems, or HRISs, serve as the technological foundation for the entirety of human resource (HR) operations in most large enterprises. In this capacity, HRISs are essential to the functioning of every HR department. Furthermore, by integrating across business processes, HRISs gives businesses tools for planning, forecasting, and control that go beyond the basic computerization of HR services. Information on the employees' participation in training and learning sessions is also stored by HRIS. HRIS makes it simple to maintain

competency plans, development plans, pay, benefits, and performance reviews. Employees can learn about upcoming training and look for a new job inside the company. HRIS enables managers to monitor the work performance of employees, and the number of hours used against scheduled for a certain assignment. A variety of reports are provided through HRIS. Typical HR programs cover topics like hiring, selection, training, employee retention, record keeping, and pay (Barkha Gupta, 2013). In order to help with recruitment, decision-making, hiring, job placement, performance evaluation, employee benefit analysis, health, safety, and security, many organizations have expanded their use of human resource management information systems. Other organizations have integrated an applicant tracking system that is outsourced, which results in subparts of the following: (Ketan Dhande & Dashrath Mane , 2017) stated;

- The Payroll Module automates the pay process by rallying data on employee time and attendance, calculating various deductions and taxes, and generating periodic pay cheques and employee tax reports,
- Time and Attendance module together standardized time and work regard efforts. The most progress modules supply broad flexibility in data collection system, labor allocation capabilities and data analysis features,
- The Benefits administration module supplies a system for organizations to administer and track employee involvement in benefits programs,
- The HR management module is a component covering many other HR aspects from application to retirement. The system records basic demographic and address data, selection, training and development, capabilities and skills management, compensation planning records and other related activities,
- The training module provides a system for organizations to administer and track employee training and development efforts,
- The employee self-service module allows employees to query HR related data and perform some HR transactions over the system
- The Analytics module enables organizations to extend the value of an HRMS implementation by extracting HR related data for use with other business intelligence platforms

Organizations can manage all HR functions with the use of HRIS. IT facilitates the capture and analysis of organizational and employee data and documents, including safety protocols, emergency evacuation plans, and employee handbooks. It assists companies in maintaining a current, accurate, and comprehensive database that can be accessed from manuals and reports. Human resource information systems have become more and more integrated into HR departments' daily tasks. Supporting the "planning administration, decision making, and control activities of human resource management" was the goal of the role within HR departments. These days, HRIS has developed into more advanced information expert systems with analytical capabilities to support decision making in human capital management, in tandem with the adoption of more complicated HR practices centered on a company's overall performance goal. Organizational size has an impact on the type of HRIS used. In large organizations, it is more official and coordinated, while in small organizations, it is typically unstructured (Meenakshi Rao & Manju Dhillon, 2017).

As gathered from the writings, HRIS represents a significant technological advancement that organizations have adopted to enhance their competitive edge. This information system empowers HR departments to efficiently manage various functions through a computerized platform, streamlining processes and improving overall effectiveness in human resource management. By leveraging HRIS, organizations can effectively tackle multiple HR responsibilities, ultimately contributing to their success in a competitive landscape. It will also boost the satisfaction of users and easy use of the system.

### 2.2.3. Impact of HRIS implementation

Traditionally, the administrative level has consumed the majority of HR practitioners' time and effort, followed by the operational and then the strategic levels. However, shifting this focus can enhance HR's value, by minimizing the time spent on administrative tasks and reallocating that time to strategic initiatives, and HRIS has the potential to transform HR practices and enable the function to deliver greater value to the organization (Nikhil Aswanth Kumar & Sanjana Brijball Parumasur, 2013). The implementation of Human Resource Information Systems (HRIS) and Human Resource Management (HRM) is crucial for an organization's success. By leveraging HRIS, HR professionals can become strategic business partners, significantly enhancing the

overall performance and strategic direction of the organization. The development of HRIS has transformed HR operations by enabling efficient information retrieval and positively influencing the daily activities of both employees and the organization. To achieve their financial and social objectives, organizations must effectively manage human resources through HRIS and HRM (WWDP Fernando & MPN Janadari, 2024). Efficiency is achieved through HRIS by eliminating work duplication and streamlining various processes. As a result, HRIS can lead to minor enhancements in the effectiveness and responsiveness of traditional, labor-intensive HR tasks (Kristine Dery, David Grant and Sharna Wiblen, 2006).

Most publications analyze the impact of HRIS by highlighting its advantages and disadvantages. Benefits of HRIS include improved information accuracy, user-friendliness for skilled IT professionals, and the ability to conduct HR audits using various parameters. Additionally, management and employee self-service tools enable the HR team to work more efficiently on projects and tasks, allowing managers and staff to easily access information without needing to consult an HR representative frequently. However, in small businesses where employees often wear multiple hats, the applicability of HRIS may be questionable. In such cases, outsourcing might be a better option if the business is too small to justify a dedicated HR technology expert.

Advances in HRIS systems empower organizations to make better decisions related to financial and human capital management, (Chetan Sharma, Sakshi, Shamneesh Sharma & Neha Kondal, 2023). Leveraging human resources to their fullest potential and maintaining competitiveness in the market are two key advantages of HRIS. In most large enterprises, human resource information systems (HRIS) serve as the technological backbone for all HR operations, making them essential for the effective functioning of every HR component. Additionally, HRIS enables HR managers to engage in strategic initiatives. Key activities supported by HRIS include managing employee information and identification, succession planning, training and development, applicant tracking, human resource planning, attendance monitoring, pay planning, absenteeism analysis, turnover analysis, and work scheduling. These processes can significantly enhance an organization's performance over time (Manna Akter Lina, 2019). Organizations should adopt the Human Resource Information System (HRIS) since it can boost competition by improving and developing the HR process. This solution facilitates the transition from a manual to an electronic HR handling process. The capacity of HRIS to update data in real time and in response to any changes is one of

the advantages of integrating it into HR procedures. The technology has the potential to improve the efficiency of the HR procedure. Employee happiness and the HR process are significantly correlated. Users' satisfaction can be defined as the conceptualized level of satisfaction that customers experience based on how satisfied or disappointed, they are with a product's perceived performance or outcome in comparison to their expectations. Since many organizations have implemented HRIS to support their everyday human resource operations, it is imperative that it meet and align with the needs of the organization in order to be effective. The primary administrative and operational efficiency goal of HRIS is time and cost reduction. the usage of HRIS, which lowers HR expenses by automating data and eliminating the need for several HR staff (Nur Shafini Mohd Said, Nurul Najwa Mohd Razali1, Siti Rapidah Omar Ali, Haslina Che Ngah, Siti Nor Fadillah Ahmad Shariff, 2014). Human Resource Information Systems (HRIS) have the potential to alter HR practices by shifting the focus away from administrative duties and onto strategic initiatives, increasing HR's value and overall organizational performance. HRIS enables HR professionals to become strategic business partners by automating processes and enhancing information accuracy, as well as optimizing operations like payroll and attendance. This integration promotes informed decision-making and efficient personnel management, ultimately helping firms achieve their financial and social goals. To be successful, HRIS must meet organizational needs, improve user satisfaction, and provide a demonstrable return on investment by lowering administrative expenses and increasing operational efficiency.

Although efficiency is achieved through HRIS by eliminating work duplication and streamlining various processes, on the downside, HRIS can lead to minor enhancements in the effectiveness and responsiveness of traditional, labor-intensive HR tasks and also can lead to human errors in data entry, costly system updates, and unreliable applications that may not fully meet HR needs. On the other hand, finding a qualified specialist with a solid understanding of both HR and technology can be challenging, and the demand for IT professionals with extensive knowledge in this area can make hiring an HRIS expert significantly more expensive than the typical salary for a computer technology specialist (Ketan Dhande & Dashrath Mane, 2017).

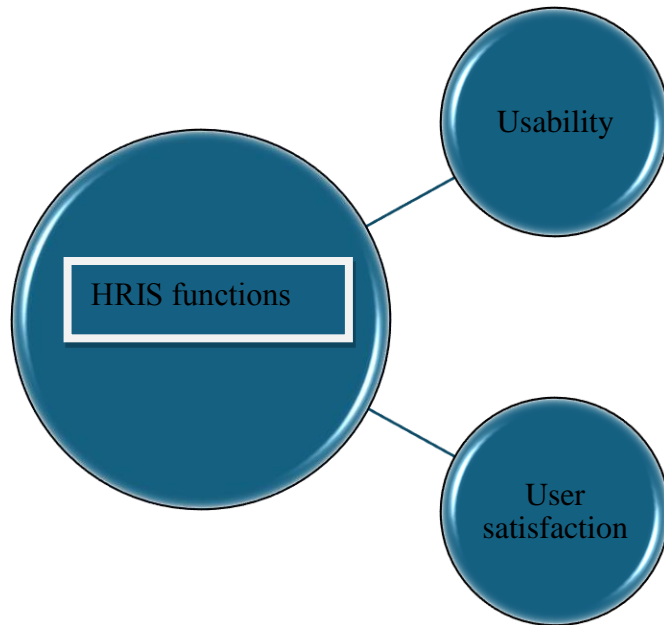
Despite the controversy arguments, recent usage of HRIS lowers HR expenses by automating data and eliminating the need for several HR staff. Any reduction in hiring, recruiting, training, or HR salary costs can be attributed to the use of HRIS (Nur Shafini Mohd Said, Nurul Najwa Mohd

Razali, Siti Rapidah Omar Ali, Haslina Che Ngah, Siti Nor Fadillah Ahmad Shariff, 2014). As Wiblen, Grant & Dery, (2010) stated HRIS will enable the organization to reduce costs through the automation of previously labor-intensive activities and can be used to maintain and facilitate communication up and down the organization and which leads it to be an instrument for greater efficiency. In general, the adoption of HRIS is a cost wise decision a firm makes. It also leads to efficiency in HRM and organizational performance.

### 2.3. Conceptual framework

The conceptual framework comprises several key components and influencing factors that interact to assessing the system's effectiveness. Central to this framework is HRIS functionality, which includes critical elements such as employee data management, payroll processing, recruitment and onboarding, performance management, and compliance with legal requirements.

HRIS functions influencing these factors user satisfaction and usability. User satisfaction is assessed based on the perceived effectiveness of HRIS features among HR personnel and employees. Usability emphasizes the system's ease of use and accessibility. Ultimately, the framework aims to boost HRIS utilization by enhancing employee satisfaction and engagement, streamlining HR operations, and supporting informed decision-making. By exploring these interconnected components, the study can identify gaps in HRIS effectiveness and offer actionable recommendations for improvement at Bemedia.



*Figure 1- Variables*

## 2.4. Research gaps in relevant literature

The literature on Human Resource Information Systems (HRIS) is expanding, but there are still a lot of unanswered questions, especially when it comes to the opportunities and difficulties faced by media sectors in developing nations. Even while the benefits of HRIS, like improved decision-making and efficiency, have been extensively studied, little is known about the adoption barriers that apply to these situations. It is possible that companies in developing nations lack customized solutions that take into account their unique socioeconomic and cultural contexts due to the dearth of localized studies.

Furthermore, a lack of knowledge exists regarding how smaller businesses or other sectors in developing nations handle HRIS adoption because a big portion of the research that is currently available tends to concentrate on large firms or particular industries. This supervision is crucial since SMEs frequently account for a sizable share of the local economy and suffer unique difficulties that may not apply to larger companies.

Last but not least, further research is still needed to determine how HRIS affects organizational performance over the long run-in developing nations. By having a thorough understanding of these

dynamics, organizations may make well-informed decisions regarding their HRIS investments and make sure that they complement their strategic goals, eventually promoting sustainable development in their local communities.

### 3. CHAPTER THREE – RESEARCH METHODOLOGY

The study area focused on the assessment of Human Resource Information Systems (HRIS) within the context of Bemedia, a prominent media organization. HRIS refers to integrated software solutions that streamline and automate various human resource functions, enhancing operational efficiency and decision-making.

#### 3.1. Research Approach

As Hamed Taherdoost,(2022) discussed, research can be categorized into qualitative, quantitative approaches considering the type of data sought. Also, a mixture of these methods is known as mixed-method study that covers advantages of both methods. Quantitative Research is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. (Bhawna & Gobind, 2015). Quantitative is a means for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures (John W. Creswell,2009). Qualitative research seeks to understand and interpret the meaning and context of social phenomena through non-numerical data, such as text, images, or observations. Research methods in qualitative studies include interviews, focus groups, observations, and content analysis. The aim of qualitative research is to gain indepth insights into individuals' experiences, beliefs, and behaviors and to explore complex social processes (Jaffer Ali Khan, Alamelu Mangai Raman, Nithya Sambamoorthy and Kanniga Prashanth, 2023). Mixed methods research is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study (John W. Creswell,2009).

The mixed method strategy was used to conduct this research. This approach integrates both qualitative and quantitative methods to provide a comprehensive evaluation of the HRIS's effectiveness and its impact on HR practices within Bemedia. Surveys were used to collect quantitative data, structured questionnaires will be developed and distributed to HR staff and

employees across various departments as well as interviews or open-ended questions to describe user experiences, challenges, and perceptions with the HRIS were used to collect qualitative data.

## 3.2. Research Design

Research is valid when a conclusion is accurate or true and research design is the conceptual blueprint within which research is conducted. A research design is a procedural plan that is adopted by a researcher to answer questions in a valid way. It is very objective and accurate. Normally, a research design will determine the type of analysis research that should be carried out to get the desired results (Sumbl Ahmad Khanday & Deeba Khanam, 2019). This research uses descriptive research design. Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied. This method focuses more on the “what” of the research subject. It is an observational research method because none of the variables that are part of the research study are influenced in any capacity (Manjunatha.N & Library Assitant, 2019). This research design (Descriptive research design) had enabled the study to capture and present a thorough overview of the current state of HRIS at Bemedia. It helped to asesse valuable insights into user perceptions regarding HRIS usability and functionality, as well as their satisfaction levels and cost considerations. This information can be especially helpful for pinpointing areas that require enhancement within the HRIS system.

### 3.2.1. Population and sample

Population refers to a complete set of people (individually), things or data that achieves a set of criteria that are relevant to research. This population is the source for samples that help gather data. Understanding the population enables researchers to precisely define the interest group and establish the relevance range for their conclusions. Defining the population is a critical step in research design as it sets the boundaries and scope of the study's findings (Nurhafizah Ahmad, Fadzilawani Astifar Alias & Noor ‘Aina Abdul Razak, 2023). Sampling refers to any method that utilizes a small selection of items or a portion of a population to draw conclusions about the entire population. In essence, a sample is a subset taken from a larger population (Kizmund, 2003). In this research employees of Bemedia were the population.

### 3.2.2. Study setting

This research will be conducted on an organization called Bemedia Media Program Preparation and Advertisement PLC (Kana Television), based in Addis Ababa, Ethiopia.

### 3.2.3. Target population

The targeted population consists of specific groups of individuals from whom the study seeks to draw conclusions. For this study, the target population were all Bemedia employees from various departments who have access to the HRIS (HR personnels, management and employees). Since it is from various departments the employees will reflect various job roles. The management of all departments were part of this population and as well as all HR teams. By including users with different experiences, newcomers as well as seasoned users, this research was conducted.

### 3.2.4. Sample frame

A sample frame is a database or list that contains people that are used to pull a sample for the study. It ensures that participants may be chosen systematically and at random by providing a realistic representation of the target population.

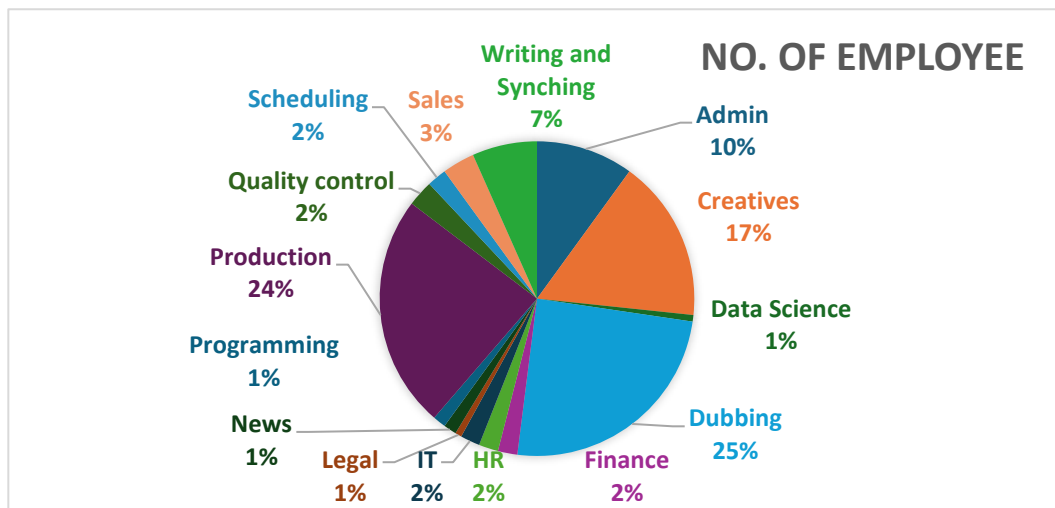


Figure 1: Employee number in each department

In the case of this study though the total number of employees was 147 and the figure above explains the share of each department.

### 3.2.5. Sampling method and technique

Census is complete enumeration work. Census each and every unit in the population frame is to be examined. There are several merits in the Favor census survey such as data obtained from every unit of population, information will be more accurate, it is an appropriate method to collect information for rate events, and it can be widely used as basis for other surveys (Dr. C. Sankar, 2020). A census approach was used for this research. Even if there is a diverse range of departments and employees the study used all the population since the number is manageable and small. This approach ensured every employee was part of the sample.

### 3.2.6. Sampling size and determination

This study has a total number of 147 people. In this study the entire population was used as the sample. The reason for using the entire population is that since the total number of employees is relatively small, it is practical and feasible to include everyone. This approach provides a comprehensive view of the population without the need for sampling techniques. In addition, by including all 147 employees, the study achieved a higher level of accuracy in the results. This reduced sampling error and ensured that the findings are representative of the entire group.

### 3.2.7. Types and sources of data

This research used primary data and survey to conduct the study. It also used both qualitative and quantitative types of data since the technique is a mixed approach.

### 3.2.8. Data collection method

Data will be collected in the form of a structured survey which was classified in three, for employees, management and HR personnel. These surveys were in the form of questioner and include a combination of close-ended questions, such as the Likert scale to conduct facilitate quantitative analysis. A Likert scale is a psychometric scale that has multiple categories from which respondents choose to indicate their opinions, attitudes, or feelings about a particular issue (Nemoto, T., & Beglar, D. (2014),). In addition, an open-ended question will be incorporated into the survey. Alongside the survey distribution, there were semi-structured interviews with key stakeholders, including HR personnel and selected employees (managers). These interviews were

conducted in a comfortable setting, in-person, to foster open dialogue and deeper exploration of participant experiences and insights.

### 3.2.9. Data collection procedure

In this study, a comprehensive questioner will be developed based on the specific needs of the research. These questions included both open and closed-end questions to collect both quantitative and qualitative data. Then after these questioners were presented to the HR department of Bemedia for reviews and amendments. Once the survey instrument is validated, it was distributed to 147 people, ensuring that the proportion allocation to each department is met. This was done with a hard copy of questioners and face to face interview.

### 3.2.10. Validity and reliability

In this study, several forms of validity are essential. Content validity guarantees that the measurement tool thoroughly addresses all pertinent aspects of HRIS functionalities and user experiences. This can be accomplished by engaging HR experts to evaluate the survey and interview questions. They should assess whether the questions comprehensively cover the key aspects of HRIS functionality, user satisfaction, and usability and avail pilot testing with a small group of employees to gather feedback on the clarity and relevance of the questions. Adjust the questions based on their input. Cronbach's Alpha Reliability is used to assess the reliability of the survey.

### 3.2.11. Methods of analysis

This study employed descriptive statistics to provide a detailed overview of the data gathered. This approach assisted the study to summarize and organize the quantitative data obtained from surveys, allowing everyone to understand the pattern trend and character of the responses, while qualitative data were collected through semi-structured interviews with key stakeholders, including HR personnel and management. Key statistical measures such as means and standard deviations will be determined to understand user satisfaction levels, system usability, cost-benefit analysis, and the effectiveness of various HRIS functions. The SPSS (Statistical Package for Social Sciences) were used to transform paper-based data into computer code and display it in an understandable format.

Narrative analyses were used to analyze the data collected from interviews. This approach is especially effective because it focuses on the stories and personal accounts shared by participants, allowing for a more in-depth understanding of their experiences and perspectives on the HRIS and facilitating a deeper exploration of specific issues, challenges, and opportunities for improvement that may not be fully captured in survey responses.

### 3.2.12. Ethical consideration

First and foremost, the consent of the company as well as participants were ensured so that they are aware of the study purpose. That involved providing clear information with the language they understand how the data will be used.

The other is confidentiality and anonymity of the participants. Data security measures were used to safeguard the collected information, ensuring that it was stored securely and accessed by researchers and the HR department of the company, as necessary.

Finally, the research was conducted with respect and manners without any negative influence. Whith the consideration of these ethical considerations this research was conducted with respect and mannerism through the whole process.

## 3.3. Summary

This chapter explained the research methodology and technique used to gather data and information. Population number is discussed and targeted population along with sample size is discovered. It also explains data analysis methods and ethical considerations are discussed. In general, this chapter prepared the blueprint of the overall research.

## 4. CHAPTER FOUR - RESULTS AND DISCUSSIONS

This chapter focuses on presenting, analyzing and interpreting the data collected from primary data sources on the assessment Of Human Resource Information System (HIRS) in Bemedia Media Program Preparation and Advertisement PLC (Kana Television). Descriptive statistics were used to analyze the data.

### 4.1. General Information

The study collected quantitative data using structured questionnaires from 139 Employees from the total number of 147 working at Bemedia, and the qualitative data using an interview question from 8 Managers. Thus, the findings and outputs can be summarized for the total population.

### 4.2. Demographics of the respondents

This section outlines the demographic characteristics of the respondents, covering aspects such as gender, Age, level of education, Department, and Years of experience within Bemedia.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	48.9	48.9	48.9
	Female	71	51.1	51.1	100.0
	Total	139	100.0	100.0	

*Table 4.1- Gender distribution*

The gender distribution is relatively balanced, with a slight majority of females (51.1%) compared to males (48.9%). This distribution can be important for understanding perspectives and experiences related to HRIS.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	45	32.4	32.4	32.4
	31-40	78	56.1	56.1	88.5
	41-50	13	9.4	9.4	97.8
	51-60	3	2.2	2.2	100.0
	Total	139	100.0	100.0	

*Table 4.2- Age distribution*

The study indicates that the majority of respondents are in the 31-40 age group, indicating a youthful workforce predominantly composed of individuals in their prime working years. Then employees in the 20-30 age group follow. The least number of respondents belong to the age group of 41-50 and 51-60.

Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin	15	10.8	10.8	10.8
	Dubbing	34	24.5	24.5	35.3
	Creatives	29	20.9	20.9	56.1
	Finance	2	1.4	1.4	57.6
	IT	3	2.2	2.2	59.7
	Production	33	23.7	23.7	83.5
	Scheduling	2	1.4	1.4	84.9
	Sales	4	2.9	2.9	87.8
	Legal	1	.7	.7	88.5
	News	2	1.4	1.4	89.9

Quality Control	2	1.4	1.4	91.4
Writing and Synchronizing	10	7.2	7.2	98.6
Human Resource	2	1.4	1.4	100.0
Total	139	100.0	100.0	

*Table 4.3 - Department distribution*

Based on the data collected 10.8% of respondents are from the admin department, Dubbing and Creatives department have 24.5% of respondents, The Finance, IT, Legal and HR department have 1.4% of respondents, The Production department has 23.7% of respondents. The scheduling and Sales department have 2.9% respondents; 0.7% respondents are from the News department. 7.2% of respondents are from the Quality Control and writing and synchronizing department.

Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	11	7.9	7.9	7.9
	Diploma	29	20.9	20.9	28.8
	BA	78	56.1	56.1	84.9
	MA	15	10.8	10.8	95.7
	Other	6	4.3	4.3	100.0
	Total	139	100.0	100.0	

*Table 4.4 - Educational background of respondents*

The study sought that 7.9% of the respondents hold a certificate 20.9% of respondents hold diploma, 56.1% respondents hold a bachelor's degree, 10.8% of the respondents have a master's degree, and those with educational qualifications not specified in the other categories, accounting for 4.3% of the respondents. The fact that most of respondents are BA holders indicated that it is easier for them to understand the system and make wise use of it. On the other hand, it indicated

that they can be mentors to other employees.

Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	10	7.2	7.2	7.2
	1-3 years	32	23.0	23.0	30.2
	4-6 years	38	27.3	27.3	57.6
	More than 6 years	59	42.4	42.4	100.0
	Total	139	100.0	100.0	

*Table 4.5- Years of work experience*

Based on the total responses of employees 7.2% of respondents have less than one year of experience, 23.0% of respondents have 1-3 years of experience, respondents with 4 to 6 years of experience make up 27.3% of the total respondents, 42.4% of respondents have more than six years of experience. This distribution reflects a workforce that is primarily composed of individuals with more than six years of experience, which indicates a depth knowledge and expertise within the organization. The presence of employees with less than three years of experience suggests that there are also newer employees who may benefit from mentorship and training from those seasoned workers regarding system utilization

### 4.3. Analysis and Discussion of Descriptive Statistics

The first point of assessment for this study focuses on the functions of Orange HRIS. An HRIS provides different HR functions based on those functions' orange HRM functions are assessed. The table presents descriptive statistics for various functionalities of the orange HRM system, based on responses from 139 respondents.

<b>Descriptive Statistics on the functions of Orange HRM</b>			
	N	Mean	Std. Deviation
Employee Data Management (Accuracy & Completeness)	139	3.83	.929
Organizational Management (Reflecting Structure Correctly)	139	3.76	.908
Applicant Tracking (Effectiveness of Hiring Process)	139	3.65	1.005
Onboarding (Ease of New Hire Integration)	139	3.61	1.067
Time Tracking (Accurate Hour Recording)	139	3.88	1.071
Absence Management (Leave Request Accuracy)	139	4.04	1.010
Payroll Processing (Accurate & Timely Payments)	139	3.60	1.159
Benefits Enrollment (Ease of Plan Selection)	139	3.57	1.104
Performance Reviews (Fairness & Relevance)	139	3.40	1.159
Goal Setting (Clarity & Trackability)	139	3.47	1.099
Training Management (Effectiveness of Course Delivery)	139	3.45	1.235
Employee Self-Service (Ease of Accessing Information)	139	3.85	1.028
Reporting & Analytics (Usefulness of HR Data)	139	3.85	1.007
Compliance Management (Assurance of Legal Adherence)	139	3.85	1.028
Valid N (listwise)	139		

*Table 4.6- Functionality of functions*

Based on the record of the mean 3.83, users generally find the employee data management feature effective in terms of accuracy and completeness, the variability is moderate, suggesting that while many users are satisfied, even though there are some differing opinions.

The mean 3.76 indicates that users feel the organizational management feature effectively reflects the company structure, and the higher standard deviation indicates more variability in responses, meaning some users may have concerns about how well the system reflects the organizational structure.

Users perceive the applicant tracking feature positively based on the recorded mean 3.67, based on the standard deviation there is variability which indicates that while some users find it effective, others don't.

The mean 3.66 reflects a positive view of the onboarding process, indicating that many users find it helpful for integrating new hires. The variability in standard deviation suggests some mixed experiences among users.

Based on the 3.68 mean, users generally find the time tracking feature effective for recording hours, and the relatively low standard deviation signifies that responses are consistent among users. Mean is 3.62 and this score indicates users feel moderately satisfied with the absence management feature and the variability in responses may suggest only some users encounter issues with leave request accuracy.

Users are very satisfied with payroll processing based on the recorded mean 4.01. The lower standard deviation suggests consistent positive experiences among users.

According to the mean 3.77, users find the benefits enrollment process effective, with a favorable view of the ease of selecting plans. The variability in Standard Deviation indicates some differing experiences,

The mean 3.77 score indicates general satisfaction with performance review tracking, and the standard deviation scores higher variability indicating varied experiences among users.

Based on the mean 3.68 score users generally perceive the goal-setting feature positively, indicating clarity and trackability. The variability suggests that some users may have encountered challenges in this area.

Users feel positively about the training management feature based on the recorded value of mean 3.70, and based on the standard deviation the variability indicates mixed opinions.

According to the mean 3.80 users are generally satisfied with employee self-service functionality, indicating ease of access to personal data. The variability is moderate, suggesting consistent satisfaction with this feature.

Users have a positive perception of the reporting and analytics capabilities when mean 3.66 is assessed and it indicates functionality supports effective data analysis. Based on the standard deviation the variability indicates some differing experiences.

Based on the recorded mean 3.69, Users feel reasonably confident in the compliance management feature, suggesting it provides adequate assurance of legal compliance. The higher variability indicates that user experiences may differ significantly in this area.

#### 4.4. Analysis of data on the Usability of the system

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
How ORANGE HRM is easily navigated.	139	3.98	.996
How often do you encounter technical issues while using ORANGE HRM?	139	2.22	1.128
Respondents rated the overall value of Orange HRM to their work.	139	3.73	.907
Respondents identified specific benefits they have experienced from using Orange HRM.	139	3.32	2.585
Valid N (listwise)	139		

*Table 4.7 - Usability*

The high score in mean 3.98 indicates that users generally find it easy to navigate the orange HRM

system. The standard deviation is slightly high, indicating some variability in responses.

The lower score in mean 2.22 indicates that users frequently encounter technical issues while using the orange HRM system and the standard deviation is relatively high, indicating considerable variability in experiences.

Regarding the overall value gained from the orange HRM system the mean is 3.73 which indicates a positive perception among users. This suggests that most respondents find the HRM system beneficial for their work. When we see the standard deviation there was moderate variability among responses. While most users rate the value positively, there are some differing opinions as well.

Among the 7 benefits stated respondents recognize some benefits from using Orange HRM which leads to the Mean to be 3.32, indicating a lower score compared to the above two points. The high standard deviation indicates significant variability in responses, meaning that while some users may have experienced considerable benefits, others may feel there are minimal advantages.

#### 4.5. Analysis of data on users’ satisfaction with orange HRM

The following table represents the satisfaction level of respondents on Orange HRM. To assess this there were 13 questions, and the following is the result acquired.

<b>Descriptive Statistics; user satisfaction rate</b>			
	N	Mean	Std. Deviation
Overall satisfaction with Orange HRM	139	3.99	.812
Ease of use	139	4.09	.690
Availability of support	139	4.01	.812
Training provided on the system	139	3.43	1.050
Information Access	139	3.84	.810
Access to Company Policies, Documents and Notices	139	3.53	.887

Overall System Reliability	139	3.88	.829
Data Security & Privacy	139	4.09	.737
Mobile App Functionality	139	3.83	.822
Response time for requests	139	4.09	.816
Updated Payroll Information Access	139	3.39	.936
Integration with Other Systems	139	3.40	.857
HR Reporting Capabilities	139	3.65	.840
Valid N (listwise)	139		

*Table 4.8- user satisfaction rate*

When it comes to users' satisfaction with the orange HRM 13 satisfaction assessing questions were presented and the results are as follows.

When users were asked if they were satisfied with the overall orange HRM system a score of 3.99 mean was recorded. This high score indicates that users are generally very satisfied with the orange HRM system. The standard deviation is relatively low, indicating that most respondents have similar views regarding their satisfaction levels

When it comes to ease of using the system the mean was 4.01 which indicates that users find the system easy to use, reinforcing overall satisfaction. A low standard deviation was recorded which indicates consistent responses, suggesting that most users agree on the ease of use. Respondents have similar views regarding their satisfaction levels.

The high score in the mean 4.03 reflects that users feel support is available when needed, contributing positively to their overall experience and the higher standard deviation compared to previous items indicates some variability in experiences regarding support availability which suggests that while many users are satisfied, others may have faced challenges.

Positive results were recorded about the training provided for users with a mean value of 4.01, indicating that it meets their needs for using the system effectively. The standard deviation is

slightly higher, indicating there is variability in perceptions of training effectiveness, implying that some users might not have found the training helpful.

This lower score of the mean 3.53 indicates that users may have concerns about accessing information easily within the system and the standard deviation indicates moderate variability, indicating that while some users may find information access adequate, others may face challenges.

Like information access, the low score of mean 3.54 suggests that users are moderately satisfied with accessing company documents, and the variability in responses suggests differing experiences, with some users possibly struggling more than others to access necessary documents.

The recorded mean 3.88 reflects that users generally perceive the system as reliable, which is a positive indicator for overall satisfaction and the low standard deviation signifies consistent responses, suggesting users agree on the system's reliability.

The mean being 3.82 indicating users feel reasonably secure about their data, though it may not be as high as desired. The low standard deviation indicates consistent feelings about data security among users.

According to the mean 4.03, users are satisfied with the mobile app functionality, which is crucial for modern HR systems. The variability in the standard deviation suggests that while many users find the mobile app useful, there may be some differing opinions on its effectiveness.

In this regard the mean is 3.69, this score indicates that while users are generally satisfied with the response time, The standard deviation shows moderate variability.

The mean 3.39 suggests that users are not entirely satisfied with access to updated payroll information and the high standard deviation indicates considerable variability in experiences, meaning some users may have significant difficulties accessing payroll information.

the lowest score of mean 3.36, indicating dissatisfaction with HR reporting capabilities. on the other hand, the high standard deviation also suggests a wide range of experiences, indicating that while some users may find reporting adequate, many do not.

## 4.6. Validity and reliability Analysis

A Cronbach's Alpha test was used the value indicates a high level of internal consistency among the items in the questionnaire.

Reliability Statistics	
Cronbach's Alpha	No of Items
.874	37

This statistic is derived from 37 items, and Cronbach's Alpha of 0.874 indicated a good internal consistency. The high level of reliability suggests that the test will produce consistent results across various administrations, highlighting its effectiveness as a measurement tool.

## 4.7. Analysis of Interview questions

### 4.7.1. Departmental Insights at Bemedia

In recent interviews with the managers of various departments at Bemedia Media Program Preparation and Advertisement PLC, each manager provided insight into their roles and responsibilities within the organization.

The manager of Acquisition and Programming emphasized the importance of securing high-quality content that resonates with the audience. Their role involves analyzing viewer preferences and trends to make informed decisions regarding new movies acquisitions.

The Scheduling and Trafficking manager highlighted the intricate balancing act involved in scheduling broadcasts. They noted that every minute counts and it is crucial to align programming with audience peaks to optimize viewer engagement and manage which show as well as advertisement should be aired and at what time should be aired.

The Finance manager discussed the department's responsibility for ensuring the financial health of the organization. Their focus is on making sure that every investment in programming and resources delivers a solid return, with an emphasis on budgeting and financial forecasting.

The Quality Control managers shared their commitment to maintaining high standards for content. Their team conducts rigorous checks to ensure that every piece of content meets quality benchmarks before airing, which is vital for the station's reputation.

In the News department, the manager described the fast-paced environment where the team is always on the lookout for breaking stories. Timeliness and accuracy in reporting are critical in

today's media landscape.

The Dubbing manager highlighted the significance of localization, ensuring that content is adapted for Ethiopian audiences. This role is crucial in making international content accessible to local viewers.

The Sales and Marketing manager discussed efforts to attract advertisers and create compelling campaigns that showcase the programming strengths of Bemedia. Building relationships with clients is key to maximizing revenue opportunities.

Finally, the Human Resources manager stressed the importance of employee engagement and creating a supportive environment where everyone can thrive. Their focus is on fostering a positive workplace culture.

#### **4.7.2. Managers interaction with Orange HRM**

In the recent interviews with department managers at Bemedia, each manager described their roles and how they interact with the orange HRM system.

The manager of Acquisition and Programming detailed their involvement with leave requests and approvals for their team. They also mentioned the process of requesting support letters from the HR department, indicating a reliance on HR services to facilitate team needs.

Similarly, the Scheduling and Trafficking manager highlighted their responsibility for managing leave requests and approvals for their team, as well as requesting support letters from HR when necessary. This reflects a consistent need for system support across departments.

The Finance manager noted a more focused interaction, primarily handling leave request approvals for their team. This indicates a streamlined process within the finance department that emphasizes efficiency.

The Quality Control manager mentioned their interaction with the orange HRM system primarily through leave requests. This suggests a straightforward approach to managing their team's time off.

The News department manager described their role as involving leave requests and approvals for their team, along with a breach of communication with the HR department. This interaction underscores the importance of the system in the coordination between the news team and HR to ensure adequate staffing.

The Dubbing manager specifically mentioned handling leave administration for their team through

the system. This highlights their responsibility in managing team absences effectively.

The Sales and Marketing manager repeated the process of leave requests and approvals for their team, along with the need to request new hire needs from HR through the system. This shows a similar pattern of reliance on the system for administrative support.

Finally, the Human Resources manager conveyed a broader perspective, stating, “Since I am regarded as the owner of Orange HRM, I oversee the overall administration of the system and its operation.” This position plays the key role in managing the HRIS, ensuring it functions effectively for all departments.

In conclusion These insights reveal how each department manager engages with the orange HRM system, primarily focusing on leave management and the use of the system to collaborate with the HR department to support their teams.

### **4.7.3. Years of using Orange HRM and their experience**

During the interviews, department managers reflected on their duration of use and overall experiences with the orange HRM system.

The manager from Acquisition and Programming has been using Orange HRM for five years, describing the system as “easily accessible and user-friendly.” This positive experience indicates a strong comfort level with the platform.

Similarly, the Scheduling and Trafficking manager also reported five years of use, characterizing the system as “easy to use.” This suggests that the system has effectively met their needs.

Conversely, the Finance manager, who has also been using the system for five years, expressed a different viewpoint, stating that they find it “not easy to use.” This highlights some challenges faced within that department.

The Quality Control manager mentioned using Orange HRM for over two years, noting a “positive impact” so far. This indicates a growing appreciation for the system’s benefits in their role.

The News department manager, with five years of experience, echoed a positive sentiment, indicating that the system is “easy to use.” This consistency in satisfaction reflects a favorable reception among some departments.

The Dubbing manager has been using the system for more than five years and described their experience as “easy to use.” This long-term usage suggests a solid integration of the system into their workflow.

Sales and marketing manager, also with five years of experience, characterized the system as “easy to use.” This aligns with the positive feedback from several other managers.

In contrast, the Human Resources manager, who has been overseeing the system as an admin for over four years, reported a “below satisfactory” experience. This indicates potential issues that may need to be addressed to improve the overall effectiveness of the orange HRM system.

In conclusion These insights reveal a mixed bag of experiences with Orange HRM at Bemedia, with several managers appreciating its accessibility and ease of use, while others, particularly in finance and HR, expressed concerns about usability.

#### **4.7.4. Satisfaction rate with Orange HRM**

In the interviews, department managers rated their satisfaction with the orange HRM system on a scale of 1 to 10, providing insights into the factors influencing their ratings.

The manager of Acquisition and Programming rated her satisfaction as an 8, indicating a most satisfactory experience. She noted that while the system is user-friendly, occasional technical issues influenced her rating.

The Scheduling and Trafficking manager expressed a high level of satisfaction, giving a rating of 10. She attributed this to the system's ease of use and its effectiveness in streamlining processes.

In stark contrast, the Finance manager rated his satisfaction as a 1, citing significant frustrations with usability and support. This low rating highlights critical issues that need to be addressed to improve his experience.

The Quality Control manager rated her satisfaction as a 9, reflecting a mostly satisfactory experience. She emphasized the system's positive impact on managing quality checks, although she noted some areas for improvement.

The News department manager also rated his satisfaction as a 9, indicating a most satisfactory experience. He appreciated the system's functionality in supporting timely updates.

The Dubbing manager provided a rating of 8, indicating a most satisfactory experience. He noted that while the system met his and his team needs, there were occasional glitches that affected performance.

Another manager from Sales and Marketing rated her satisfaction as a 9. She highlighted the system's effectiveness in managing communications, contributing to overall satisfaction.

Finally, the Human Resources manager rated his satisfaction at an 8, indicating a most satisfactory

experience. However, he mentioned that as an admin, the team faced challenges that affected the perception of the system's overall effectiveness.

Overall, the ratings revealed a range of satisfaction levels among managers, with most indicating a satisfactory experience. However, the stark contrast in ratings, particularly from the Finance manager, underscores that the system lacks clarity and completeness in its reporting system and other department managers stated that its frequent request to change password and its mobile functionality needs improvement to enhance usability and support across all departments.

#### **4.7.5. Useful Functionalities of Orange HRM**

During the interviews, department managers highlighted specific functionalities of the orange HRM system that they found particularly useful.

The manager of Acquisition and Programming identified Absence Management as a key functionality and noted its usefulness in managing leave requests for themselves and their team, emphasizing its role in streamlining the leave process.

Similarly, the Scheduling and Trafficking manager also pointed out the importance of Absence Management and appreciated not only its effectiveness in handling leave requests but also its capability to facilitate communication with HR, which enhances collaboration.

In contrast, the Finance manager said that he found none of the functionalities particularly useful for the department. This response indicates a lack of satisfaction with the available features, highlighting potential gaps in the system's offerings.

The Quality Control manager echoed the sentiment regarding Absence Management, citing its usefulness for managing leave requests for themselves and their team. This reflects a common appreciation for this functionality across departments.

The News department manager also found Absence Management valuable, specifically for managing leave requests and enabling communication with HR. This consistency suggests that effective leave management is a priority for many teams.

The Dubbing manager reiterates the usefulness of Absence Management for handling leave requests efficiently for themselves and their team, reinforcing its significance across departments. In addition, compliance reporting and management on the system was appreciated.

The Sales and Marketing manager highlighted Absence Management as well, noting its dual function in managing leave requests and facilitating communication with HR, similar to their

peers. Also, the new Hire request and management was other function that was stated as useful within the system.

In addition to absence management, the Human Resources manager emphasized the report generating functionality. He found this feature helpful, particularly for generating insights and analyzing data, which aids decision-making processes.

Overall, the interviews revealed a strong consensus on the usefulness of Absence Management among most managers, while the reporting features were particularly appreciated by the HR department. Then other department managers found its compliance management and new hire management on the system useful as well. However, the Finance manager's lack of satisfaction signals a need for further exploration of functionalities that could enhance their experience.

#### **4.7.6. Challenges Encountered with Orange HRM**

In the interviews, department managers discussed various challenges and frustrations they faced while using the orange HRM system.

The manager from Acquisition and Programming reported experiencing frequent login password expiry as a significant challenge. This issue can disrupt workflow and cause frustration when accessing the system.

The Scheduling and Trafficking manager indicated that they encountered no challenges with the system, suggesting smooth experience in their department.

The Finance manager noted that the data storage and recording system posed challenges, indicating difficulties in managing and retrieving data effectively. This highlights potential areas for improvement in the system's functionality.

Similarly, the Quality Control manager echoed the concern about frequent login password expiry, which they identified as a recurring frustration that affects their ability to access the system efficiently.

The News department manager also reported experiencing frequent login password expiry, emphasizing a common challenge that multiple managers face.

The Dubbing manager reiterated the issue of frequent login password expiry, indicating that this is a widespread problem affecting user accessibility across departments.

The Sales and Marketing manager mentioned frequent login password expiry as well, reinforcing the need for a more streamlined login process to enhance user experience.

Finally, the Human Resources manager pointed out two significant challenges: implementation issues related to ensuring employees fully utilize the system, and difficulties with the batch update process for data within the system. These challenges highlight the need for improved training and support to maximize the system's effectiveness.

Overall, while some managers reported no challenges, the recurring issues of frequent password expiry and data management difficulties indicate critical areas that need attention to enhance the user experience with Orange HRM at Bemedia.

#### **4.7.7. Training Adequacy for Orange HRM**

In the interviews, department managers shared their perceptions of the training provided for using the orange HRM system and expressed their thoughts on any additional training needs.

The manager of Acquisition and Programming felt that adequate training was provided, indicating a positive experience in learning the system.

The Scheduling and Trafficking manager, however, stated that they did not receive training but believed there was no need for it, as the system is self-explanatory and easy to use. This perspective suggests confidence in the system's usability.

The Finance manager expressed dissatisfaction, stating that they did not receive any training. This indicates a potential gap in support that could be contributing to their challenges with the system.

The Quality Control manager also reported receiving no training, highlighting a common concern among several departments regarding the lack of formal instruction.

In contrast, the News department manager confirmed that they received adequate training, reflecting a more favorable view of the support provided.

The Dubbing manager echoed the sentiment of having received adequate training, contributing to their positive experience with the system.

The Sales and Marketing managers also felt that they received sufficient training, indicating that their team is equipped to use the system effectively.

Finally, the Human Resources manager acknowledged that while they received training, they would benefit from more practical training. This suggests a desire for hands-on experience to enhance their proficiency with the system.

Overall, while some managers felt adequately trained, several expressed concerns about the lack of training, particularly in the Quality Control and Finance departments. The call for more practical

training from HR suggests a need for ongoing support to ensure all users can maximize their use of Orange HRM effectively.

#### **4.7.8. Frequently Used Functions and Missing Features in Orange HRM**

In the interviews, department managers highlighted the functionalities they use most frequently in the orange HRM system and discussed any perceived missing or underutilized features that could enhance their work.

The manager from Acquisition and Programming emphasized that leave request management is their most frequently used function, as it helps keep track of requests efficiently.

Similarly, the Scheduling and Trafficking manager also noted the importance of leave request management for maintaining a smooth flow of information and operations.

The Finance manager echoed this sentiment, stating that leave request management is crucial for tracking requests effectively.

The Quality Control manager reiterated their reliance on leave request management, highlighting its role in ensuring operational continuity.

The News department manager also mentioned leave request management as a key functionality, further emphasizing its significance across various departments.

The Dubbing manager confirmed that leave request management is essential for tracking requests and maintaining workflow.

The Sales and Marketing manager also pointed out the importance of leave request management for keeping track of team absences, reinforcing its value and new hire management function is the other function used more in their department.

In addition to leaving management, the Human Resources manager highlighted the report and analytics functionality. They noted that while it helps manage data effectively, it is currently underutilized due to resistance from some departments. This suggests a potential area for training and support to maximize the benefits of this feature.

In general, the interviews revealed a strong consensus on the frequent use of leave request management across departments. However, the mention of underutilized report and analytics functionality indicates an opportunity for improvement, particularly in encouraging broader adoption to enhance data management and decision-making processes.

#### **4.7.9. Impact of Orange HRM on HR Department Efficiency and**

## **Productivity**

In the interview with the Human Resources team, the manager shared their insights on how the orange HRM system impacts overall efficiency and productivity within the department.

The manager emphasized that the system has a positive impact on overall efficiency and productivity. They noted several key benefits such as –

**Streamlined Administrative Tasks:** Orange HRM simplifies various administrative processes, allowing HR personnel to focus more on strategic initiatives rather than routine paperwork.

**Error Reduction:** The system reduces errors in data entry and management, which enhances the accuracy of employee records and related processes.

**Easy Management of Employee Information:** The platform facilitates efficient management of employee data, making it easier to access and update records as needed.

**Data-Driven Decision Making:** With robust reporting and analytics features, the HR team can make informed decisions based on accurate data, further improving strategic planning and resource allocation.

Overall, the HR manager believes that Orange HRM significantly enhances the department's efficiency and productivity, enabling them to operate more effectively and support the organization's goals.

### **4.7.10. Alignment of Orange HRM with Organizational Goals**

In the interviews, managers provided varying perspectives on how well the orange HRM system aligns with the organization's goals and supports its strategic objectives.

Acquisition and Programming manager noted that the system makes it easier to manage manpower, indicating a practical alignment with operational goals related to workforce management.

The Scheduling and Trafficking manager expressed that the system aligns with the organization's goals, suggesting a positive perception of its relevance to strategic objectives.

In contrast, the Finance manager felt that the system does not align at all with the organization's goals, highlighting a disconnect in its utility for financial operations.

The Quality Control manager stated that the system aligns with the organization's goals, particularly in enabling efficient workforce management, reflecting its importance in operational effectiveness.

The News department manager was not sure about the alignment, indicating uncertainty regarding the system's impact on broader organizational strategies.

The dubbing manager expressed similar uncertainty, stating they were not sure about the alignment, which may point to a lack of clarity on how the system supports strategic objectives.

The Sales and Marketing manager affirmed that the system aligns with the organization's goals and contributes to departmental efficiency, demonstrating a positive view of its impact.

The Human Resources manager provided a comprehensive perspective, stating that the system is highly adaptable to both long and short-term company goals. However, they acknowledged challenges stemming from the implementation of certain features that hinder full utilization. Despite these issues, they concluded that the system does align with the organization's goals and strategies overall.

In summary, while many managers recognized the alignment of Orange HRM with organizational goals, there were notable concerns, particularly from the Finance department. The insights suggest that while the system holds potential, addressing implementation challenges will be crucial for maximizing its alignment with strategic objectives.

#### **4.7.11. Recommendations to Enhance the Effectiveness of Orange HRM**

Acquisition and Programming manager recommended

Knowledge Building system: Enhance the knowledge of all functionalities within the organization to improve utilization. This could involve training sessions and workshops.

Scheduling and Trafficking manager recommended

Functionality Updates: Consider updating certain functionalities to enhance employee interaction, such as improving user interfaces and communication features.

Finance manager recommended

Cost-Benefit Alignment: Ensure that the utilization of the system meets the expenses incurred. This highlights the need to assess ROI and make necessary adjustments to improve value.

Quality Control manager recommended

Frequent Support: Implement frequent support for users, including regular check-ins from IT or HR personnel to assist with any challenges faced.

Sales and Marketing Manager recommended

Implementation Awareness: Emphasize awareness of implementation processes prior to usage.

Understanding system functionalities before full deployment would help users adapt more effectively.

Human Resources Manager recommended that,

Frequent Support: Reinforce the need for frequent support to ensure that users can maximize the system's capabilities and address any concerns promptly.

Although dubbing and news department managers have no recommendation, The other department-specific recommendations suggest that targeted improvements in training, support, and functionality could enhance the overall effectiveness and user satisfaction of the orange HRM system at Bemedia.

In summary both quantitative and qualitative data reflect mostly positive impact but also have some negative insight within them. The qualitative supports the quantitative result. Together, they illustrate a unified narrative, while users recognize the value of the orange HRM system, substantial challenges remain that require targeted actions to enhance overall effectiveness and user satisfaction. Addressing these challenges will be vital to ensuring the effectiveness and sustainability of system utilization to its fullest potential.

## 5. CHAPTER FIVE – MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

### 5.1. SUMMARY ON FINDINGS

This study assessed the effectiveness of the Human Resource Information System (HRIS) at

Bemedia Media Program Preparation and Advertisement PLC (Kana Television), focusing on user satisfaction, usability, and functionality. Overall, user satisfaction with the orange HRM system was high. Users generally found the system easy to navigate; however, concerns regarding the accessibility of information and technical issues were noted, indicating that users frequently encountered difficulties while using the system.

The assessment of HRIS functionalities revealed that key features, such as Absence Management and Employee Data Management, received positive ratings. This finding aligns with literature suggesting that effective HRIS functionalities enhance HR operations and overall organizational efficiency (Gupta, 2013). Users recognized various benefits from using the Orange HRM system, though there was significant variability in perceptions. While some users found the system beneficial for their work, others felt that the advantages were minimal.

Furthermore, the study highlighted the critical role of user satisfaction in determining the overall effectiveness of HRIS. If users are dissatisfied with the system, it can lead to underutilization and inefficiencies, as supported by Carlson et al. (2021). This underscores the need for organizations to continuously assess user satisfaction to identify areas for improvement and ensure that the HRIS aligns with organizational goals.

In summary, while the findings indicate a generally positive perception of the orange HRM system, substantial challenges remain that require attention. The study emphasizes the importance of addressing usability issues and ensuring that the HRIS effectively meets the needs of its users, aligning with existing literature on the significance of HRIS in enhancing organizational performance.

## 5.2. CONCLUSION

In conclusion, in this research overall, users perceive the system positively, recognizing its potential to streamline HR processes and enhance operational efficiency. However, several critical issues have emerged, including the underutilization of specific functionalities and various usability challenges that significantly hinder the system's overall effectiveness.

The study emphasizes the necessity of implementing targeted training programs designed to enhance user understanding and proficiency with the HRIS. Ongoing support mechanisms, such as dedicated help desks and regular system updates, are also essential to address user concerns promptly and foster a positive experience.

By proactively addressing these identified gaps, Bemedia can optimize its HRIS, ultimately leading to improved employee engagement and enhanced organizational performance. This optimization will not only maximize the return on investment in HRIS but also align the system more closely with Bemedia's strategic goals and operational needs.

Furthermore, the insights gained from this research extend beyond Bemedia, offering valuable lessons for other media organizations facing similar HRIS challenges. By learning from Bemedia's experiences, these organizations can better navigate the complexities of HRIS implementation and utilization, ensuring that they harness the full potential of their human resource management systems to drive success in a competitive landscape.

### 5.3. RECOMMENDATION

Based on the findings of the study which indicate specific gaps within the system the following recommendations are given

- Enhance Training Programs: Implement comprehensive training sessions for all employees to improve their understanding and usage of the orange HRM system. Tailor training at different user levels, ensuring that both new and experienced users gain from continuous learning opportunities
- Increase User Support: Establish a dedicated support team to provide ongoing assistance for HRIS users. Regular check-ins and a helpdesk can address technical issues promptly, improving overall user satisfaction.
- Conduct Regular System Updates: Periodically review and update the HRIS functionalities to ensure they meet evolving organizational needs. Incorporating user feedback into these updates can enhance usability and engagement.
- Promote Awareness of System Features: Create awareness campaigns highlighting the various functionalities of the HRIS. This can help users understand the full potential of the system and encourage them to utilize underused features.

- Implement a Feedback Mechanism: Develop a structured feedback system to gather insights from users regarding their experiences with the HRIS. This feedback should inform ongoing improvements and adaptations to the system.
- Perform a Cost-Benefit Analysis: Regularly assess the financial investment versus the benefits derived from the HRIS. This analysis will help determine if current expenditures are justified and guide future budgeting decisions.
- Strengthening Interdepartmental Communication: Facilitate better collaboration among departments by utilizing the HRIS for communication and coordination. This can streamline processes and enhance organizational synergy.
- Addressing Technical Issues: Prioritize resolving technical problems, such as frequent password expirations, to minimize disruptions in workflow. Ensuring a smooth user experience is crucial for maximizing system effectiveness.
- Evaluate User Satisfaction Continuously: Establish a routine assessment of user satisfaction levels to monitor system effectiveness and identify areas needing attention. This will help ensure that the HRIS remains aligned with user needs.
- Leverage Data Analytics: Utilize the data analytics capabilities of the HRIS to inform strategic HR decisions. This can enhance workforce planning and improve overall organizational outcomes.

## Reference

- ❖ Ahmad, N., Alias, F.A. & Abdul Razak, N.A. (2023). *Understanding Population and Sample in Research: Key Concepts for Valid Conclusions*.

- ❖ Barisic, A.F. & Pejic Bach, M. (2022). *Adoption of Human Resource Information Systems: Impact of Industry, Size and Market*.
- ❖ Carlson, L., et al. (2021). *User Satisfaction with HRIS: An Empirical Analysis*. Human Resource Management Review, 31(4).
- ❖ Chakraborty, A.R. & Mansorb, D.N.A. (2013). *Adoption of Human Resource Information System: A Theoretical Analysis*.
- ❖ Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 3rd ed.
- ❖ Dhande, K. & Mane, D. (2017). *Study on Human Resource Information System (HRIS)*. Volume 5.
- ❖ Dr. C. Sankar. (2020). *Business Research Methods*.
- ❖ Fernando, W.W.D.P. & Janadari, M.P.N. (2024). *Insights and Innovations in Human Resource Information Systems: A Systematic Literature Review*.
- ❖ G. M. Azmal Ali Quaosar (2017). *Determinants of the Adoption of Human Resources Information Systems in a Developing Country: An Empirical Study*. Vol. 6.
- ❖ Gupta, B. (2013). *Human Resource Information System (HRIS): Important Element of Current Scenario*.
- ❖ Hendrickson, A. (2003). *Human Resource Information Systems: Leveraging Knowledge for Competitive Advantage*. The International Journal of Information Management, 23(3).
- ❖ Johnson, R., et al. (2021). *Exploring the Functionality of HRIS: A Study of Employee Perceptions*. Journal of Human Resource Management, 9(1).
- ❖ Johnson, R.D., Lukaszewski, K.M. & Stone, D.L. (2016). *The Evolution of the Field of Human Resource Information Systems: Co-Evolution of Technology and HR Processes*. Volume 38.
- ❖ Kavanagh, M.J., Gueutal, H.G. & Tannenbaum, S.I. (1990). *Evolution of Human Resource Management and Human Resource Information Systems*.
- ❖ Kavanagh, M.J., et al. (2021). *Usability in Human Resource Information Systems: A Comprehensive Review*. Journal of Business Research.
- ❖ Khan, J.A., Raman, A.M., Sambamoorthy, N. & Prashanth, K. (2023). *Research Methodology: Methods, Approaches and Techniques*.
- ❖ Khanday, S.A. & Khanam, D. (2019). *The Research Design*. Vol. 06, No. 03.

- ❖ Kizmund, G.W. (2003). *Business Research Methods*. 7th ed. London: Thomson South-Western.
- ❖ Kleynhans, E. (2006). *Human Resource Information Systems: A Practical Guide*.
- ❖ Kumar, N.A. & Parumasur, S.B. (2013). *Managerial Perceptions of the Impact of HRIS on Organizational Efficiency*.
- ❖ Lina, M.A. (2019). *Human Resource Information System (HRIS): An Important Element of Modern Organization*.
- ❖ Lone, M.R. & Jaan, U. (2021). *Current Approaches in Management and Organization in the Process of Globalization; Chapter 9: The Basic Concept of Human Resource Management and Human Resource Information System (HRIS)*.
- ❖ Manjunatha, N. & Library Assistant. (2019). *Descriptive Research*. Volume 6.
- ❖ Orodho, A.J. (2003). *Essentials of Educational and Social Science Research Methods*.
- ❖ Rao, M. & Dhillon, M. (2017). *HRIS: An Evolution with HR Functions*. Volume 7.
- ❖ Sharma, C., Sharma, S. & Kondal, N. (2023). *Role and Impact of Human Resource Information System (HRIS) on Organizational Activities*.
- ❖ Taherdoost, H. (2022). *What are Different Research Approaches? Comprehensive Review of Qualitative, Quantitative, and Mixed Method Research, Their Applications, Types, and Limitations*.
- ❖ ThiTe, M., Kavanagh, M.J. & Johnson, R.D. (2012). *Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology*.
- ❖ Valcik, N., et al. (2021). *Cost-Benefit Analysis of HRIS: Evaluating the Impacts on Organizational Performance*. *International Journal of Human Resource Studies*, 11(2).
- ❖ Valcik, N., et al. (2021). *Human Resource Management: Strategies and Practices for a Competitive Advantage*. *Journal of Management Studies*, 58(2).
- ❖ Verma, H., Mugaloremutt Jayadeva, S. & Shikhare, R.R. (2022). *Factors Affecting the Effectiveness of HRIS (Human Resource Information System): An Empirical Study*. Volume 6.
- ❖ Waddill, D. & Marquardt, M. (2011). *Human Resource Development: A Concise Overview*.

### **Interview Questions for Managers**

Introduction:

This survey aims to gather insights into your experiences with the Human Resource Information System (Orange HRM) at Bemedia (Kana TV). These questions are open ended and you can give an answer that will express your experience with Orange HRM. Your feedback will help us assess its functionality and improve HR processes. All responses will be kept confidential.

1. Could you please share which department you're currently assigned to?
2. Can you describe your role and how you interact with ORANGE HRM at Bemedia?
3. How long have you been using ORANGE HRM and how would you characterize your overall experience?
4. On a scale of 1 to 10, how satisfied are you with ORANGE HRM? What factors influenced your rating?
5. Are there specific functionalities of the ORANGE HRM that you find particularly useful? Why?
6. Have you encountered any challenges or frustrations while using the ORANGE HRM? If so, please elaborate.
7. Do you feel that adequate training was provided to you/your team for using ORANGE HRM? What additional training would help you?
8. Which ORANGE HRM functions do you use most frequently, and are there any functionalities that you feel are missing/ underutilized that would enhance your work?
9. How do you believe ORANGE HRM impacts the overall efficiency and productivity of the HR department? (HR team)
10. To what extent do you think ORANGE HRM aligns with the organization's goals and supports its strategic objectives?
11. What recommendations would you make to enhance the effectiveness of ORANGE HRM at Bemedia or any other insights you think are important for this assessment?

## **Questionnaire for Employees**

### **Introduction:**

This survey aims to gather insights into your experiences with the Human Resource Information System (Orange HRM) at Bemedia (Kana TV). You can mark the answer that will express your experience. Your feedback will help us assess its functionality and improve HR processes. All responses will be kept confidential.

### **Part I: Demographic Information**

#### **1. Gender**

- Male
- Female

**2. Age**

- 20 - 30
- 31 - 40
- 41 - 50
- 51 - 60

**3. Education**

- Certificate
- Diploma
- Bachelor's degree
- Master's degree
- Other

**4. Which department do you belong to:**

- Admin
- Dubbing
- Creative
- Finance
- IT
- Programing
- Production
- Scheduling
- Sales
- Legal
- News
- QC
- Writers and Synchronizing

**5. Years of Experience at Bemedia:**

- Less than 1 year
- 1 to 3 years
- 4 to 6 years
- More than 6 years

**Part II: User Satisfaction**

**1. How would you rate the overall value of Orange HRM to your work?**

- Very Low
- Low
- Moderate
- High
- Very High

**2. What specific benefits have you experienced from using Orange HRM? (Select one)**

- Improved efficiency in HR processes
- Better access to information
- Better access to employee information
- Better understanding of company policies
- Enhanced reporting capabilities
- More convenient access to training and development opportunities
- Time savings
- Other: \_\_\_\_\_

**3. How satisfied are you with the Orange HRM overall?**

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very Satisfied

4. How would you rate your satisfaction with the following aspects of the ORANGE HRM? (mark the answer)

Aspect	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Ease of use					
Availability of support					
Training provided on the system					
Information Access					
Access to Company Policies, Documents and Notices					
Overall System Reliability					
Data Security & Privacy					
Mobile App Functionality					
Response time for requests					
Updated Payroll Information Access					
Integration with Other Systems (Finance team)					
HR Reporting Capabilities (HR team)					

**Part IV: Usability**

**16. How easy is it to navigate the ORANGE HRM?**

- Very Difficult
- Difficult
- Neutral
- Easy
- Very Easy

**17. How often do you encounter technical issues while using ORANGE HRM?**

- Never
- Rarely
- Sometimes
- Often
- Always

**18. Please rate the functionality of the following HRIS functions within ORANGE HRM:**

<b>HRIS Functions</b>	<b>Very Poor</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>	<b>Not Applicable</b>
Employee Data Management (Accuracy & Completeness)						
Organizational Management (Reflecting Structure Correctly)						
Applicant Tracking (Effectiveness of Hiring Process)						
Onboarding (Ease of New Hire Integration)						
Time Tracking (Accurate Hour Recording)						
Absence Management (Leave Request Accuracy)						
Payroll Processing (Accurate & Timely Payments)						
Benefits Enrollment (Ease of Plan Selection)						
Performance Reviews (Fairness & Relevance)						
Goal Setting (Clarity & Trackability)						
Training Management (Effectiveness of Course Delivery)						
Employee Self-Service (Ease of Accessing Information)						
Reporting & Analytics (Usefulness of HR Data)						
Compliance Management (Assurance of Legal Adherence)						

**Part V: Additional Feedback**

**32. What challenges have you faced while using ORANGE HRM?**

---

---

---

**33. What improvements would you suggest for ORANGE HRM?**

---

---

---

**34. Any additional comments or suggestions?**

---

---

---