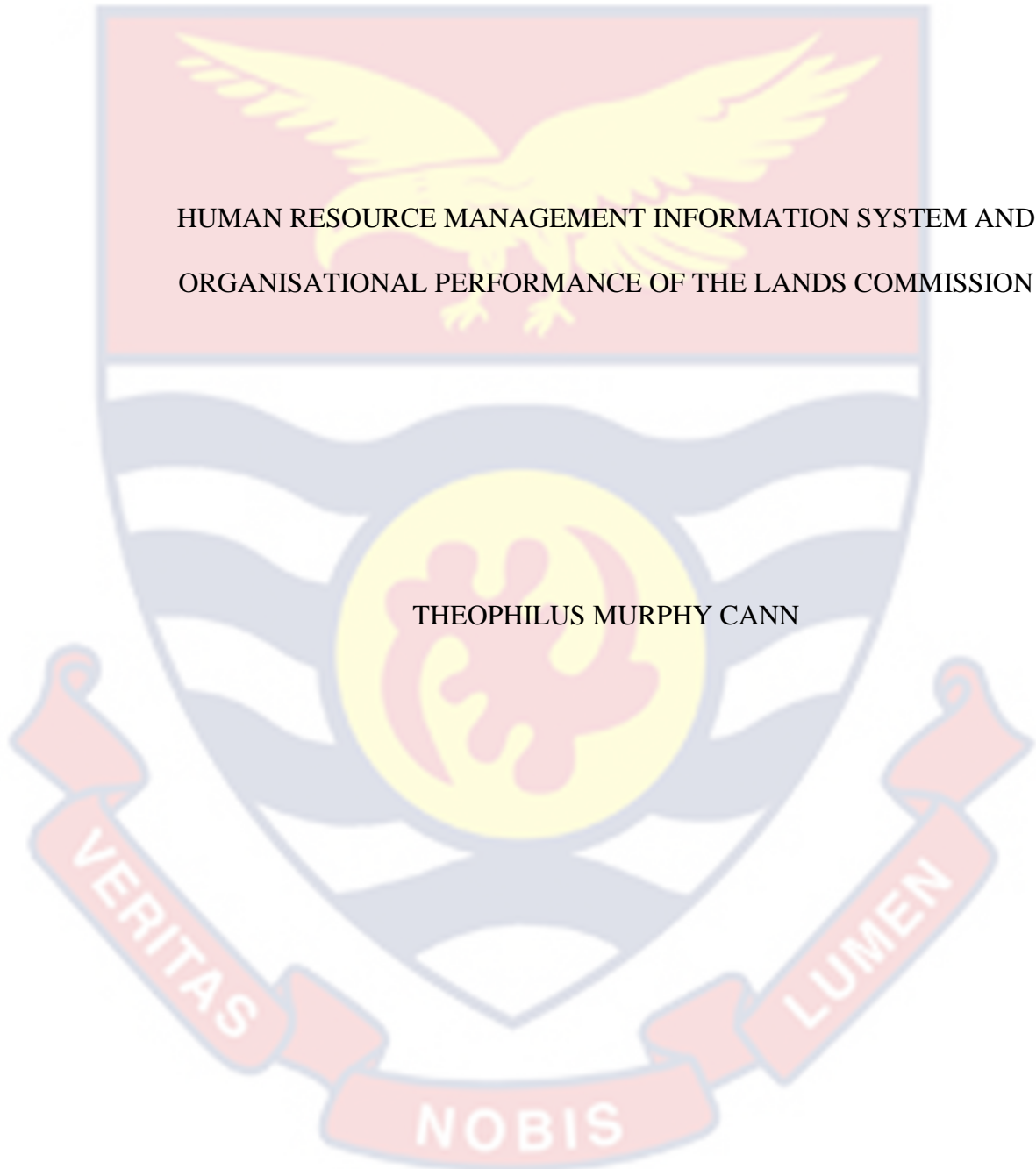UNIVERSITY OF CAPE COAST

HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM AND

ORGANISATIONAL PERFORMANCE OF THE LANDS COMMISSION

THEOPHILUS MURPHY CANN

2024

UNIVERSITY OF CAPE COAST

HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM AND

ORGANISATIONAL PERFORMANCE OF THE LANDS COMMISSION

BY

THEOPHILUS MURPHY CANN

Dissertation submitted to the Department of Human Resource Management, School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master's degree in Business Administration Human Resource Management
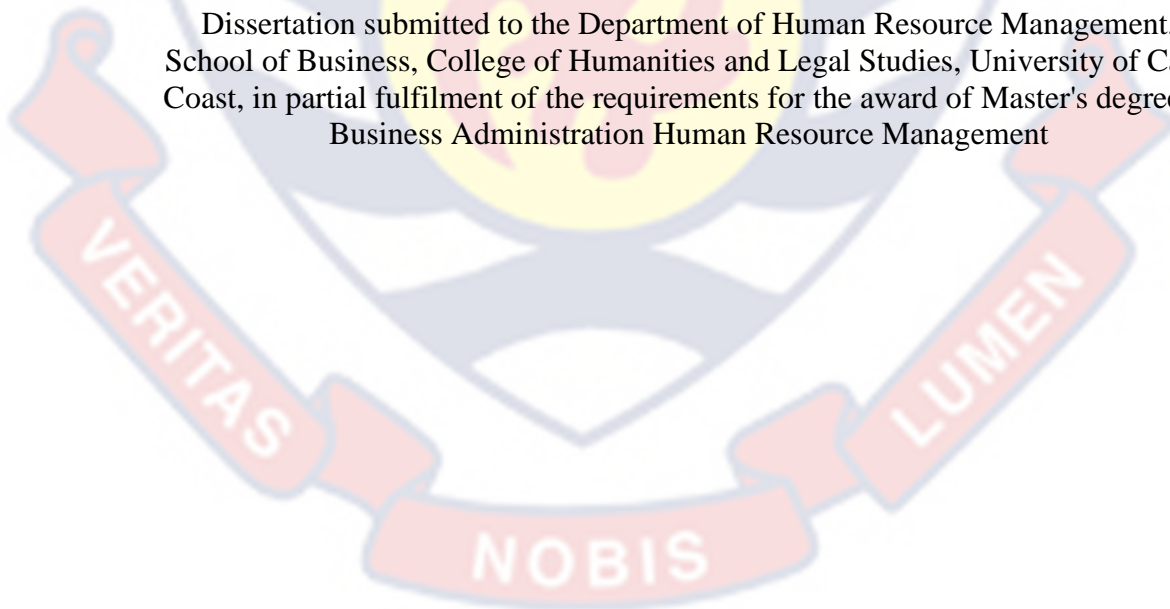
JULY 2024

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.
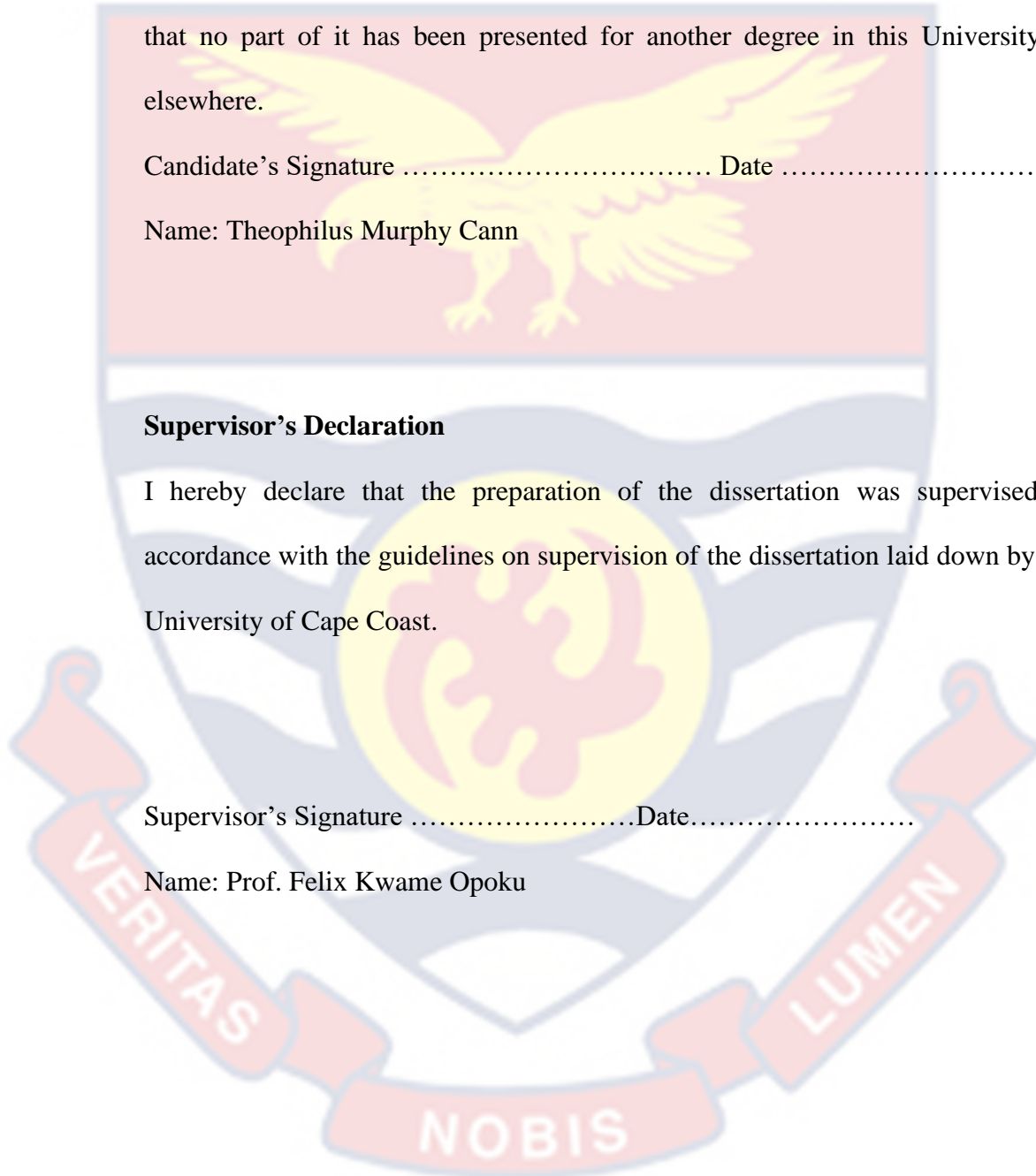
Candidate's Signature …………………………… Date ………………………

Name: Theophilus Murphy Cann

Supervisor's Declaration

I hereby declare that the preparation of the dissertation was supervised in accordance with the guidelines on supervision of the dissertation laid down by the University of Cape Coast.

Supervisor's Signature ……………………Date……………………

Name: Prof. Felix Kwame Opoku

ABSTRACT

The main goal of the study was to examine the Lands Commission of Ghana's organisational performance and information system for human resource management. The study specifically aimed to determine the necessity of a Human Resource Management Information System (HRMIS) its impact on organisational performance and the obstacles preventing its implementation at the Lands Commission. The research design utilised in the study was explanatory, and the quantitative research methodology was applied. The sixteen (16) Lands Commissions from each region of Ghana were the focus of the investigation. Two thousand (2000) workers from the 16 Commissions were the study's target population. Thereafter, a sample of three hundred and thirty-three (333) heads were chosen to participate in the study. The personnel were asked to provide their opinions on the study's stated objectives through a self-administered questionnaire. The study found that the operational, tactical, and strategic effectiveness of the Commission had positive and statistically significant positive effects on the organisation's performance. These results led to the conclusion that the information system for human resource management has a significant impact on organisational performance. Additionally, it was advised that management prioritise investments that improve tactical effectiveness, recognise the positive effects of HRMIS on organisational performance, and encourage ongoing management support.
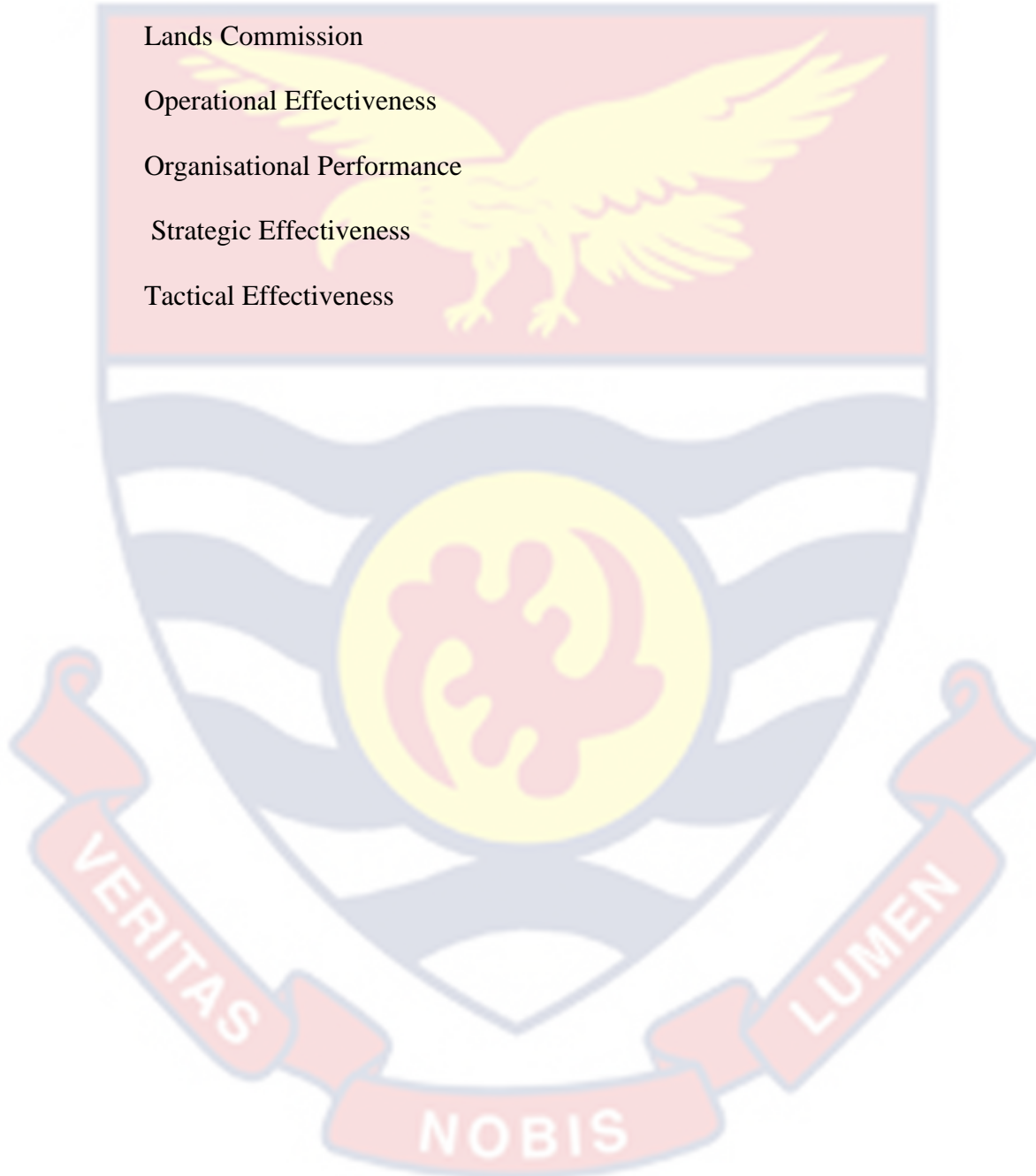
KEYWORDS

Human Resource Management Information System

Lands Commission

Operational Effectiveness

Organisational Performance

 Strategic Effectiveness

Tactical Effectiveness

ACKNOWLEDGMENTS
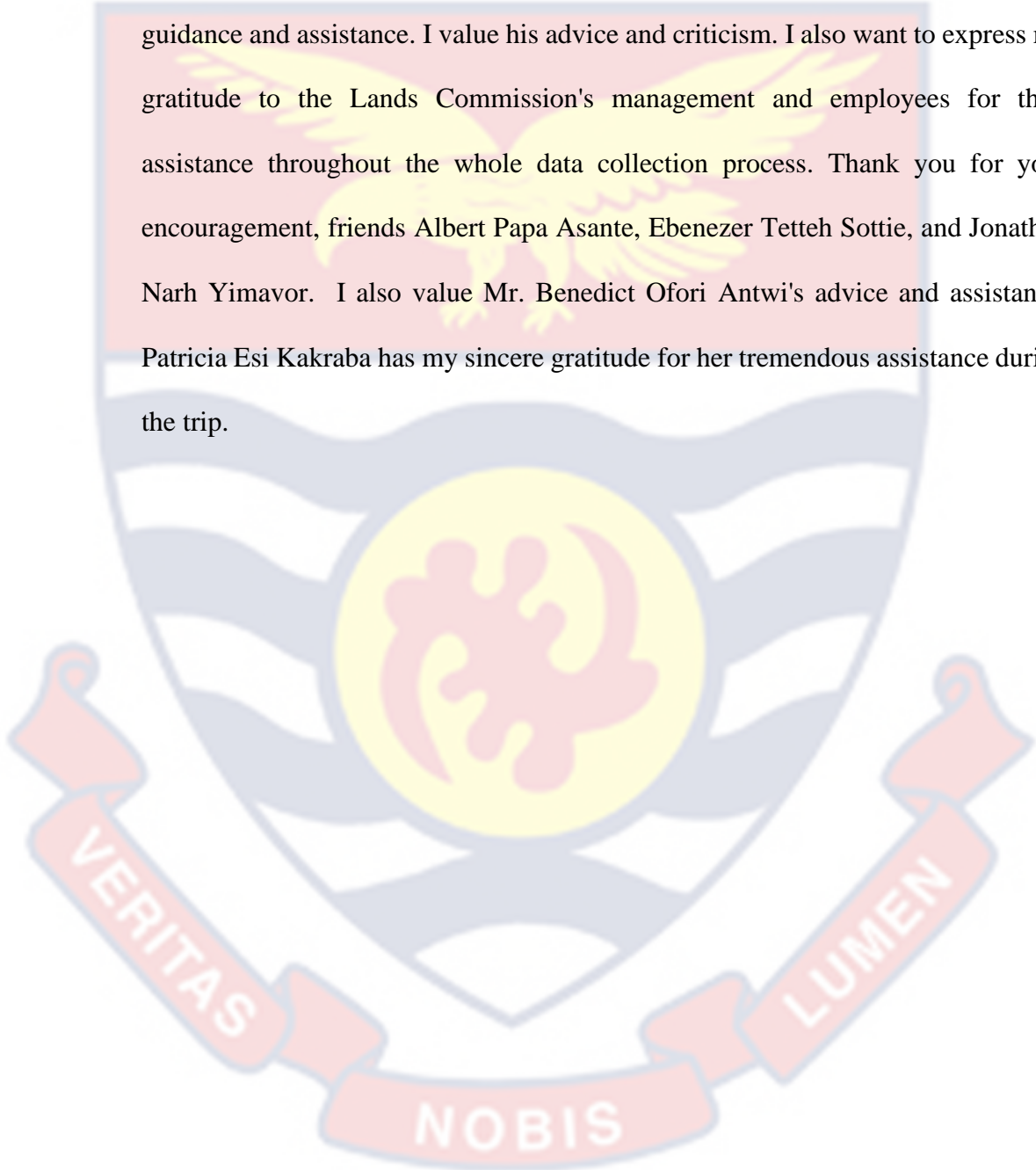
DEDICATION

To my late Mum, wife and lovely children.

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LIST OF ACRONYMS

HRM   Human Resource Management

HRMIS   Human Resource Management Information System

OE   Operational Effectiveness

TE   Tactical Effectiveness

SE   Strategic Effectiveness

OP   Organisational Performance

LC   Lands Commission

SPSS   Statistical Package for the Social Sciences
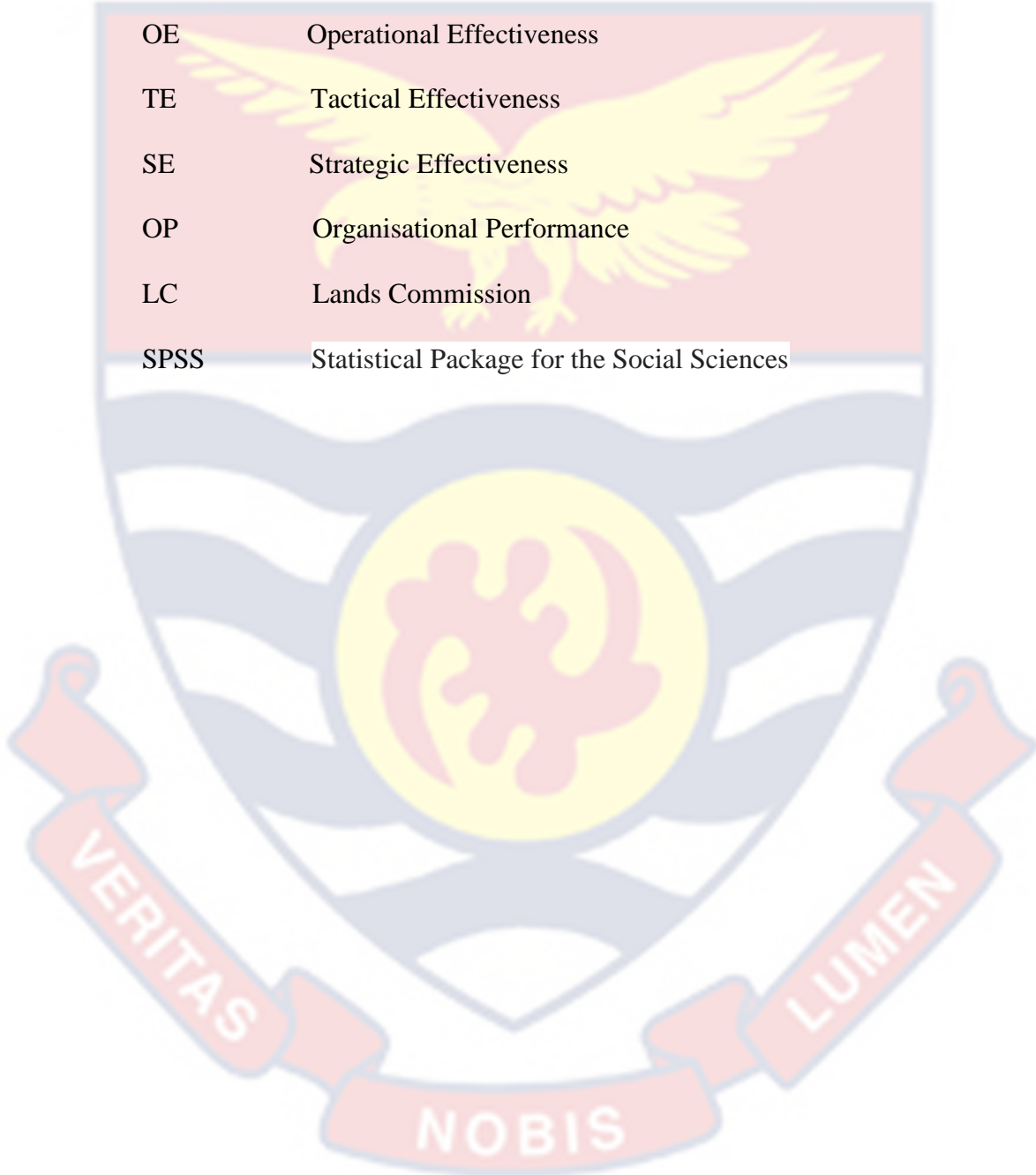
CHAPTER ONE

INTRODUCTION

Background to the Study

To handle the HR problems of the twenty-first century, human resource management information systems (HRMIS) are now essential in today's technologically advanced organisational context (Zafar, 2012). As a result, businesses have started implementing application-based systems for HR reasons, these are referred to as HRMIS (Swaroop, 2012). Its goal is to increase organisational efficiency by giving decision-makers greater information (ref). Mayfield, Mayfield, and Lunce (2013) also add that the purpose of HRMIS is to support efficient decision-making by upholding organisational interests in the upkeep and management of the organization's human capital in light of its vision and strategy.

Kumar (2012) asserts that, for an organisation to succeed in the global market, it must strike a balance between its capital and human resources. Given that human beings create and operate organisational systems, it is thought that managing human resources is the most crucial task for businesses looking to gain a competitive advantage over their competitors (Lawler & Mohrman, 2016). At the individual and organisational levels of analysis, a variety of theoretical approaches have been accepted and used (Wilson & Akter, 2012). The diffusion of innovations (DOI) theory is one of the most often applied ideas in human resource management information systems (Zafar, 2012). The rate at which technology proliferates in a social setting over time is the subject of Rogers' 2003 study, DOI. Information

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system dissemination has been studied at the individual, organisational, market, and societal levels using this approach.

When it comes to invention, there are five characteristics. Relative advantage, or the notion that the invention is superior to its forerunner, is one way these qualities manifest. The second is about complexity; it is the belief that innovation is hard to grasp and apply. The third is known as observability; the ability of innovation to be visible enough to impact the pace of adoption as well as prospective adopters. According to Lippert and Swiercz (2019), the fourth benefit is trialability or the ability for adopters to experiment with the system. The fifth benefit is compatibility or the notion that the innovation is well suited for adopters' requirements, values, and experiences.

Technology's development has made it possible for businesses to enhance their human resource operations. The rationale behind this is that technology utilisation, such as the use of information systems for human resource management, is thought to enhance an organisation's capacity for human resource planning. According to Absar and Mahmood (2012), using HRMIS enables businesses to precisely assess each job title and position as well as discover vacant vacancies. In addition, it offers insight into the training requirements of an organisation, helps it choose the appropriate individuals for training at the appropriate time, and assesses the success of its human resource training initiatives, all of which help it make quicker and more informed decisions (Kassim et al., 2012). As a result, information systems have been identified as crucial to the management of human resources, especially when businesses can interface their HR departments with other

organisational systems to enable quick information sharing and decision-making (ref). According to Karikari et al (2015), businesses are beginning to use information systems across a range of departments and functions as a result of the growing effects of globalisation and technology. Among the departments that use information technology, the most is human resources management (HRM), particularly when it comes to matters that impact employees. Because of this, some organisations think it appropriate to use information systems in their dealings (Karikari et al., 2015).

Lippert and Swiercz (2015) argue that HRMIS has become extremely important for organisational performance and profitability since it has created an innovative and enabling environment that has made it possible for human resource practitioners to execute services effectively and efficiently. Hendrickson (2017) claims that the introduction of technology such as the Human Resource Management Information System, has been partially responsible for this paradigm change. HRMIS helps organisations by lowering processing, increasing effectiveness and efficiency, and helping to save money and time for the organisation, according to a 2015 study by Hendrickson. Research has indicated that HRMIS has a favourable impact on an organization's character performance (Sadri & Chatterjee, 2013; Lengrick-Hall & Moritz, 2016). Using the Lands Commission as the research organisation, this study aims to investigate the impact of HRMIS use on organisational performance through an empirical approach.

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Statement of the Problem

The absence of a robust HRMIS has led to challenges in managing the workforce, tracking performance metrics, and ultimately, achieving the strategic objectives of the Lands Commission (Odero, 2022; Duker, 2022). The HRMIS needs within the Lands Commission are essential for enhancing its organisational performance and ensuring the effective management of the nation's land resources. The impact of HRMIS on organisational performance has been substantiated by various studies, indicating that well-implemented HRMIS correlates with improved employee performance, satisfaction, and retention (Maithya, 2016). The Public Services Commission emphasizes the importance of good HRM practices for high productivity and effective utilization of human resources in public service, which directly aligns with the objectives of the Lands Commission (Duker, 2022). Optimising HRMIS at the Lands Commission is not just a critical problem but a strategic imperative for its continued success and contribution to national development.

Several research has examined the connection between HRMIS and organisational effectiveness (Marler & Fisher, 2013; Ngai & Watson, 2016). According to some, there is a positive correlation between the implementation of HRMIS and several performance metrics, including less administrative workload, increased data accuracy, and enhanced decision-making skills (Parry, 2014; Bondarouk, 2016). Others have concentrated on the function of HRMIS in particular HR functions, like employee engagement and retention (Barney, 2011; Teece, 20177), talent acquisition (Cober et al., 2014), and performance

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management (DeNisi, 2014). The results are not definitive because other studies also reported a negative relationship (Swaroop, 2012; Lawler & Mohrman, 2016). The inconclusive nature of empirical literature on the nexus between HRMIS and organisational performance requires further investigation.

At the Lands Commission, where the management of land resources requires meticulous record-keeping, regulatory compliance, and efficient service delivery, an effective HRMIS can significantly contribute to organisational efficiency and performance. The integration of HRMIS helps automate routine tasks, reduce errors, and provide timely and accurate information for workforce planning and development (Duker, 2022). The implementation of HR practices that are linked to employee retention, is a factor that is crucial for maintaining institutional knowledge and expertise in such a specialised agency. It is therefore against this background that the present study is carried out to investigate the nexus between the human resource management information system and the organisational performance of the Lands Commission

Purpose of the study

This study sought to examine the human resource management information system and organisational performance of the Lands Commission.

Research objectives

To achieve the overall aim of the study the ensuing specific objectives

1. To investigate the relevance of HRMIS at the Lands Commission

2. To identify the challenges hindering the adoption of HRMIS at the Lands Commission

3. To determine the effect of HRMIS on organisational performance at the Lands Commission

Research Questions

In pursuing the overall purpose of the study answers were found for the following research questions

1. What is the relevance of HRMIS at the Lands Commission?

2. What are the challenges hindering the adoption of HRMIS at the Lands Commission?

3. How does HRMIS affect organisational performance at the Lands Commission?

Significance of the Study

The study aims to increase policymakers' understanding of the strategic role that HRMIS plays in organisational performance, which ultimately leads to an organization's overall success. Second, the research would aim to provide proactive advice to strategic human resource practitioners and a deeper comprehension of the problems associated with the HRM information systems used by organisations. In light of the study's conclusions, the Lands Commission and other organisations will receive empirical recommendations from their HR department that will help them improve the calibre of their workforce by implementing a well-thought-out information system strategy. The researcher hopes that this study's conclusions will enable HR managers to comprehend and more fully recognise the significance of HRMIS and its influence on employee productivity. Additionally, it is anticipated that the pertinent recommendations will support the appropriate development,

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implementation, and upkeep of staff orientation initiatives for the highest levels of engagement and productivity inside the company.

Furthermore, the study offers insights into how the integration of HRMIS can enhance the strategic and operational capabilities of an organization. In the context of the Lands Commission, understanding the influence of HRMIS on organizational performance can provide valuable lessons for public sector reform and land administration efficiency. The study's findings can serve as a benchmark for other public institutions seeking to leverage HRMIS for improved performance and service delivery. In conclusion, the research will hold significance for academicians, researchers, students, and institutions as it will support their research endeavours. Therefore, this study will be very helpful to people and organisations that might want to do a study of this kind.

Delimitations of the Study

The Lands Commission's organisational performance and human resource management information system are the subjects of this study's empirical investigation. This investigation was restricted to the technical staff at the Lands Commission due to its nature. However, the study's geographic scope was restricted to Ghana's Greater Accra Region. Because doing a study in a variety of situations could be quite taxing on the researcher and even the calibre of their work.

Organisation of the study

The study is divided into five chapters. Chapter One provides the background information, focusing on the problem statement, research questions, aims, significance, delimitations, and organisation of the study. Chapter two

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examines the study's significance in current literature and will include references and a review of existing research on the topic. Chapter three details the methods and procedures employed for collecting and organising data for the study. The chapter included a lecture on data collection techniques and research methodology. The chapter includes a discussion on data analysis methodologies and tools for data acquisition. Chapter four presents an analysis of the obtained data and the conclusions of the study's analysis. Chapter five consists of two parts: study conclusions and recommendations.

Chapter Summary

The chapter began with a background to the study, where the researcher showed the relevance of the study by elaborating on the theoretical underpinnings of the study as well as empirical revelation and claims put forth by prior researchers. The chapter continued with the statement of the problem, where the problem was logically explained, as well as identifying the gaps in the existing literature. Subsequently, the purpose of the study was articulated, and three objectives were set to give the study direction. Based on the stated research objectives, research questions were enunciated. The significance of the study was later elaborated, followed by delimitations of the study, and the organisation of the respective chapters of the study.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

The study's theoretical, conceptual, and empirical literature are covered in this chapter. The chapter also covers the takeaways from the literature review. This chapter also includes a thorough discussion of the study's conceptual framework as well as a summary.

Theoretical Review

This section provides the theory that underlines this study. Considering the major issues in this research the Technology Acceptance Model (TAM) Theory and the Theory of Planned Behaviour (TPB) explain the nexus between human resource management information systems and organisational perform

Technology Acceptance Model (TAM) Theory

A well-known framework for comprehending how people accept and use technology is the Technology Acceptance Model (TAM) (Leng et al., 1970). TAM was developed in 1986 by Fred Davis as part of his MIT PhD dissertation. Its purpose is to forecast and explain technology adoption in organisational settings (Davis, 1985). The two main components of the model are perceived ease of use and perceived usefulness, which measure how well a technology performs a task (Malhotra & Galletta, 1999). According to Mathieson (1991), these conceptions have a direct impact on users' attitudes towards technology and, consequently, their intentions to utilise it. According to Davis (1987), perceived usefulness measures how much technology helps people be more productive and efficient. Conversely,

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perceived ease of use assesses how simple and user-friendly a technology is (Lederer et al., 2000).

These conceptions have a direct effect on how consumers feel about utilising the technology. According to TAM, attitudes have an indirect effect on intention through social pressure (subjective norms) (Lee et al., 2003). Applications of the paradigm are diverse and provide insights into design, user experience, and technology adoption (Leong, 2003). According to Liu et al. (2005), TAM's underlying presumptions include people making logical decisions, technology's utility influencing adoption intention, attitudes influencing perceptions, intention forecasting behaviour, and an emphasis on individual-level aspects. Nonetheless, TAM has come under fire for its inadequate investigation of multidimensional dimensions, lack of dynamic character, overemphasis on rationality, and restricted treatment of external variables (Rauniar et al., 2014; Taherdoost, 2018).

Regarding the subject, the Technology Acceptance Model (TAM) is quite pertinent. The widely accepted theoretical framework known as the Technology Acceptance Model (TAM) describes how consumers in an organisational environment accept and embrace new technology. TAM focuses on how users view and feel about adopting new technologies. Within the study's framework, TAM would aid in comprehending how Lands Commission staff members view and utilise the Human Resource Management Information System. This is important since the effective implementation of any information technology depends heavily on user approval. Perceived utility (PU) and perceived ease of use (PEOU) are the two primary constructs in TAM. PEOU is connected to the perceived ease of use of

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the system, whereas PU is the degree to which users believe that a system would improve their job performance. Analysing these variables can shed light on how HRMIS enhances the efficacy and efficiency of HR procedures at the Lands Commission. TAM facilitates the connection between organisational success and technology adoption.

Through the application of TAM, you can investigate how key performance indicators—such as employee productivity, HR process efficiency, and overall organisational effectiveness—are impacted by the Lands Commission's acceptance and effective use of HRMIS. TAM emphasises important elements, such as perceived utility and ease of use, as well as external factors, that affect the adoption of technology. By using TAM in your research, you can pinpoint particular elements that could help or impede the Lands Commission's HRMIS implementation. The goal of TAM is to comprehend user behaviour and technology-related intentions. Your study can forecast and explain the probability of successful technology adoption, which will improve HR procedures and, as a result, increase organisational performance, by looking into users' intentions to implement HRMIS. TAM places a strong emphasis on the value of user assistance and training in raising technology acceptance.

Analysing these elements to HRMIS at the Lands Commission can yield insightful information on how appropriate support systems and training facilitate the effective adoption of new technologies and, eventually, enhance organisational performance. TAM can be modified to take into account the unique contextual elements of the Lands Commission. This modification makes it possible to

comprehend how HRMIS fits in with the particular demands, organisational culture, and operational specifications in a more customised way. Having a clear understanding of technology adoption through TAM can help with strategic investment decisions for HRMIS. The knowledge acquired can help the Lands Commission make well-informed decisions about the adoption of technology, guaranteeing congruence with the aims and objectives of the organisation.

To sum up, including the Technology Acceptance Model into your research on HRMIS and the Lands Commission's organisational performance offers a methodical framework for delving into user attitudes, technology adoption, and the influence on the overall efficacy of the organisation. It provides practitioners and policymakers with insightful information on how to best use HRMIS and capitalise on its advantages for enhanced organisational performance.

Theory of Planned Behaviour (TPB)

Ajzen (1975) proposed the theory of planned Behaviour. The concept of intended behaviour assumes that a person's attitude towards taking an action, the subjective standards that surround it, and their sense of control over how it is carried out all have a significant impact on their behavioural intentions. Ajzen (1975). Ajzen's theory has allowed for the prediction of a wide spectrum of events (Lam, Tsui, Fok, Cheung, Tsang & Lee, 2022). Ajzen's Theory of Planned Behaviour states that intentions are the best indicator of behaviour; perceptual ability, attitudes towards behaviour, and subjective standards around behaviour execution are all predictors of intentions. It has proven possible to predict a variety of behaviours using the Theory of Planned Behaviour, including gambling, retirement, and

therapy. It has been demonstrated that the Theory of Planned Behaviour may reliably forecast goal-directed behaviour in a range of situations. The majority of early research focused on this usage of the Theory of Planned Behaviour to identify a variety of health-related activities (Wang, Wong, Chen & Yuen, 2022). Nowadays, a lot of industries, including business and technology, apply the Theory of Planned Behaviour (Servidio, Malvaso, Vizza, Valente, Campagna, Iacono & Bruno, 2022). The Theory of Planned Behaviour clearly defines behaviour intention as an individual's willingness to go and the amount of effort they plan to put in to complete the task (Ajzen, 1991).

Stated differently, it signifies their level of readiness to carry out a specific assignment. When someone is motivated and act voluntarily, they are more likely to engage in an activity. The three components of behavioural intention are perceived behavioural control, subjective norms, and attitudes. Behavioural attitudes are defined by Ajzen (1991) as a level of approval or disapproval of an activity. People's views on the consequences of specific behaviours, like smoking, such as whether it would be enjoyable (or annoying) or helpful (or harmful), are known as behavioural beliefs (Ajzen, 1991).

The degree to which each behavioural belief is held and the likelihood that a person believes a specific result will arise as a result of that belief are all factors that impact behavioural thinking and, ultimately, attitudes. One kind of personal standard is a subjective standard. The feeling of social pressure to participate in a conduct or refrain from it is known as a subjective norm (Ajzen, 1991). Normative beliefs, which refer to an individual's perception of social pressures to engage in a

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particular action or refrain from it, are what give rise to and are anticipated by norms (Ajzen, 1991). Stated differently, when someone witnesses others engaging in detrimental conduct, how motivated is that person to live up to those expectations? (Ajzen, 2011; Purwanto, Abdullah, Ghofur, Abdullah & Elizabeth, 2022).

Ajzen (991) provides a clear definition of perceived behavioural control (PBC), which is the perceived ease or difficulty of performing an activity that is thought to reflect experience as well as typical obstacles and hurdles. Put differently, PBC is a term used to describe a person's confidence in their ability to do the intended task. Do they really think they can get beyond any challenges that come up when they carry out the behaviour? PBC is also centred on control beliefs, which are defined as an individual's views on things that could either facilitate or act as barriers to finishing a task (Ajzen, 1991). PBC has the ability to predict both the intentions behind behaviour and the execution of that behaviour (Ajzen & Fishbein, 1980). People persist in engaging in an activity even when faced with significant challenges. More behaviorally controlled people are more likely to put in more effort to finish the assignment.

The Theory of Planned Behaviour takes into account an individual's view of facilitators and obstacles over which they feel in control (or not), which affects their ability to carry out the behaviour regardless of their intentions (Ajzen & Fishbein, 1980). It is widely regarded that the Theory of Planned Behaviour provides a useful framework for addressing the intricacies of human social behaviour, elucidating behavioural patterns, and comprehending how people make behavioural decisions (Alam & Sayuti, 2011). The simplest way to anticipate

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behaviour, according to Ajzen and Fishbein's (2005) Theory of Planned Behaviour, is to ask people if they would like to behave in a certain way. Remember that the intention won't show up in behaviour if engaging in the action is physically impossible or if unforeseen obstacles appear.

According to the Theory of Planned Behaviour, people's ability to control their behaviour falls on a continuum, from easy behaviours to ones that need a lot of time and energy (Armitage & Christian, 2003). A person will approach a particular action with a positive attitude if they think that it will lead to mostly favourable outcomes. On the other hand, a person who feels that engaging in the action would mostly lead to negative consequences will have a negative attitude regarding engaging in it (Ajzen & Fishbein, 2005). To the extent that people can or do have an actual impact on behaviour, intentions are thought to influence behaviour performance (Sommer, 2011). The multiple interventions by management and the covert role of safety culture in influencing employee behaviour to align with retirement intentions are assessed by the perceived control. The more positive someone's outlook and the subjective norm are regarding exhibiting the behaviour. They are more likely to declare a desire to engage in that behaviour if they feel more in control (Buhmann & Brønn, 2018; Sniehotta, Presseau & Araújo-Soares, 2014).

Conceptual Review

This section of the study revised literature on the variables considered for the study which is the concept of Human Resource Management Information System (HRMIS) with a special focus on the challenges and Dimensions. The

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researcher proceeded with a review of the concept of organisational performance. The conceptual review then proceeds with the review of extant literature regarding the nexus between Human Resource Management Information Systems (HRMIS) and organisational performance. The ensuing paragraphs capture in detail what the conceptual review section entailed.

Human Resource Management Information Systems

When HRMIS was initially created, it was believed that management and administrative applications would be its main uses (O'Donnell & David, 2014). Many tasks and responsibilities were completed using forms, such as gathering data on accidents and injuries, worker's compensation, superannuation obligations, wage variance, and leave requests (Fatuma, 2014). Before then, every task and procedure inside a company was completed by hand. Human resource issues included low employee morale, formal procedures of selection and development, and a lack of focus on HR-related activities because at the time HR was not considered the main area of concern. According to Chapman and Webster (2013), the maintenance of administrative records was the main function of HRMIS. As per Gupta's (2013) findings, several elements were utilised in the 1970s and 1980s to significantly change the way HRMIS was perceived. Since the 1980s, HRMIS has been utilised by both large and small organisations. Payroll system complexity rose over this time, requiring more information system flexibility and accessibility (Gupta, 2013).

The affordable purchase and usage of HRMIS have been made possible by the use of personal computers. HRMIS has developed from straightforward record-

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keeping to sophisticated analytical tools to support managerial decision-making. According to Aggarwal and Kapoor (2015), HRMIS development was facilitated by modernization and globalisation. The claim made was that HRMIS aims to integrate information technology (IT) and human resource management (HRM) tasks into a single database by using enterprise resource planning (ERP) software. Hence, HRMIS aims to integrate several facets of human resources—payroll, labour productivity, benefits administration, etc.—into a system that requires less capital than the mainframes that were previously employed to manage the activities. Human resource management information system (HRMIS)--using organisations are referred to as such. Some of the organisations outsourced their payroll tasks to less expensive, more technically adept external payroll bureaus.

These days, software has a big impact on the many tasks and operations that are completed within businesses (Gupta, 2013). There have been technological advancements in the modern era. Organisational leaders must be aware of various technology kinds in light of this shift. These have had a major influence on raising organisational effectiveness. Over the past 50 years, HRMIS have changed (Wilson & Akter, 2012). As a result, organisations are utilising new technologies that are advantageous to HR specialists. Employing HRMIS enables businesses to maintain more accurate and current records, which helps them get ready for future expansion and development (Hill, Smith & Mann, 2017). Organisational efficiency has grown since HRMIS was implemented, especially when decisions need to be taken. Decision-making procedures are increasingly a crucial component of businesses that use these tools.

According to Cascio (2015), the rise in popularity of HRMIS during the 1990s coincides with a shift in the perception of the HR function from a compiling office to a strategic partner of the firm. After a decade of extensive organisational restructuring, the ongoing developmental process has resulted in two parallel phenomena that are being observed today: first, significant outsourcing of transactional HR activities (payroll, benefits administration, and certain forms of training); second, a re-integration of those activities into a single, internal information/service system that has emerged due to intranet platforms (Huang, 2015). These have made it possible for staff members to oversee several HR tasks. The modern method differs from the 1990s approach in that it places more emphasis on the social aspect of the socio-technical view of HRMIS. According to Cascio (2015), in-house HR talent longevity depends on their capacity to show value addition to organisations if transactional operations are abolished. To accomplish this, several essential skills are required. These include competence in areas like the business model of the organisation, fundamental business literacy, HR functional areas, and abilities as a strategic business partner (Flyvbjerg, 2016).

Human Resource Management Information Systems

To streamline and automate HR procedures including hiring, training, performance management, payroll, and employee benefits administration, human resource management information systems, or HRMIS, refer to the combination of information technology and HRM (Hendrickson, 2003). As businesses realise, they must use technology to improve the efficacy and efficiency of their HR operations, HRMIS has attracted a lot of attention lately (Lengnick-Hall & Moritz, 2003)

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update reference. It has been determined that HRMIS is important for guiding the efficient operation of different kinds of organisations. Its ability to foster connections between people both inside and outside of organisations is one of the most important aspects (Nagendra & Deshpande, 2014). According to Ruel (2014), the type of human resource information system (HRIS) used by the organization— that is, whether it is for operational, relational, or transformational purposes— determines the HR activities that are made possible by the HRIS after adoption.

Selection, recruiting, appraisal, development, and retention are examples of common HR tasks (Ruel, 2013). According to Stone's (2016) research, e-recruitment, HR planning and development, and electronic performance appraisal are among the individual HR services that were looked at (Payne, 2019). The level of employees in the organisation determines the HRIS activities. Strategic decisions are made by top management, operational needs are overseen by middle management and daily HR tasks are carried out by operational employees by the organization's strategic needs (Khera & Gulati, 2013). HR operations are socially complicated and connect to the individual, the unit (department), and the organisation once they are connected at all levels (Banks & Kepes, 2015). According to Barkin and Dickson's (2017) study, using IS for decision-making involves the decision-maker incorporating system-generated data into their organisational operations and procedures.

The integration of IS into the decision-making process is the subject of this domain's research. This domain deals with the data or information produced by the system and how work processes use this data (Szajna, 2013). The three phases of

HRM—the people or staff management phase, the HRM phase, and the strategic HRM phase—have been identified as the job of HR, according to Hendrickson (2020). For example, personnel management in the initial phase is concentrated on the various services offered by HR departments. The departments manage each employee's pay, perks, and vacation time in addition to gathering and preserving their data (records) (Dainty, Loosemore & Lingard, 2013). During the second stage, HRM replaced personnel management as it became evident that HR was more important. Since then, its role has evolved into one of management's most crucial duties and, as a result, a key indicator of competitive advantage.

The third stage of HRM introduced a strategic component, which is defined as the creation and application of human strategies that are integrated into an organization's strategy to guarantee that the company's culture, values, and organisational structure, along with the calibre, drive, and dedication of its workforce, all fully contribute to the accomplishment of organisational goals. Schillewaert & Frambach, 2016). Compared to prior phases, this stage has a far higher degree of integration in the HRM operations. Similar to other information systems, HRMIS needs to be adaptive and flexible. To meet all current and future needs, they must keep up with the organization's development (Hendrickson, 2013). On the flip side, an organisation may experience issues implementing HRMIS if it does not keep up with current information and communication technology developments. As a result, it has an impact on the entire company, particularly in big corporations with intricate organisational structures.

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According to Zafar (2012), HRMIS is now essential in the technologically advanced organisational context of today to address 21st-century HR problems. As a result, businesses are using information systems for HR more and more (Swaroop, 2015). Therefore, Kavanagh and Morgan (2019) contended that for human resource management (HRM) to be effective, it needs to be able to increase competitive advantage by giving employers access to sufficient and current information about their current workforce. The study also showed how the development and application of HRMIS has, in part, enhanced the way that employee data is gathered as a result of the growth of information systems. They consist of procedures and systems that link information technology with HRM functions (Nuasairs & Parsa, 2017).

HRMIS aids in the recording and analysis of workers, documents, and organisational data, according to Aggarwal and Kapoor (2013). The handbook is in the format of safety protocols, emergency evacuation plans, and employee handbooks. Additionally, it provides support and assistance to the organisation in maintaining a current, accurate, and comprehensive database that is accessible through reports, documentation, and guides (Aggarwal & Kapoor, 2012). Additionally, it has been shown to support decision-making procedures. The writers made clear that management has the primary authority and power to make decisions, making decision-making a crucial function of the organisation. They have to make sure that the judgements they make will benefit the organisation as a whole. As a result, information that influences decision-making processes can be

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obtained by organisation members via HRMIS (Dusmanescu & Bradic-Martinovic, 2021). Decisions that use HRMIS turn out to be effective and advantageous.

Since the application of HRMIS improves the decision-making processes overall. Gupta (2013) states that HRMIS encourages openness in business. Gupta (2013) argued that certain considerations must be made in order to advance company transparency. These involve initiating infrastructure, facilities, and equipment; managing technologies; managing financial, human, and technical resources; and generating knowledge on contemporary, inventive, and technical approaches as well as labour market aspects. Gueutal and Stone (2015) also noted increases in productivity, emphasising that HRMIS considerably enhances revenue channels in addition to lowering costs and increasing productivity. Additionally, it expedites the process and fosters creativity, both of which improve the organization's services and goods. Moreover, HRMIS may result in significant adjustments (Davoodi, 2018).

HRMIS causes significant shifts in the manner that people establish relationships and teams through a variety of communication channels. That being said, it can be said that utilising HRIS in an orderly manner is essential to increasing production. Strategic business objectives are implemented using HRMIS (Davoodi, 2018). Using HRMIS, which is intended for human resource management, is a big help in carrying out an organization's strategic business goals. In addition to the aforementioned, increasing productivity and proficiency requires the efficient operation of daily operations (Kamdideh, 2012). According to Reddick (2019), HRMIS are instruments that businesses use to assist them in offering answers for a

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variety of problems and procedures related to the administration of human resources. HRMIS provides insight into human resource policy and practices.

According to Moosakhani (2017), HRMIS plays a crucial role in helping people gain a comprehensive awareness of human resources rules and procedures. The activities, rules, and procedures involved in acquiring, training, employing, assessing, preserving, and keeping the right amount and calibre of workers to meet organisational objectives make up human resource management (Moosakhani, 2013). One important management tool, HRMIS, is used to identify gaps in the human resources systems and assess how effective the systems are in terms of policies, activities, and employee behaviour related to human resources. According to Ruël, Bondarouk, and Louise's (2014) study, organisations frequently decide to adopt information systems (IS) after implementing enterprise resource planning (ERP) successfully. ERP was designed to improve the decision-making process overall.

In this sense, IS has made it possible for HRM functions to be widely implemented, which has increased organisational efficiency. Despite this, some organisational experts contend that the HR department's role in modern business culture creation goes beyond simple administrative tasks like hiring, organising staff, and managing their rights and responsibilities (Vujovic, 2015). According to Tornatzky and Klein's (2018) study, HRMIS can provide strategic information management for an organisation in addition to day-to-day operational functions. Data gathered from the implementation of HRMIS can be used as a tool for management decision-making. As a result, businesses may predict the results of

their complete company operations by using HRMIS appropriately. According to De Sanctis (2016), they include healthcare expenditures per employee, turnover rates, the length of time needed to fill important positions, returns on capital spent, and a growth in the value of human capital.

Empirical support was provided by studies like Lievens and Harris (2013), McClelland (2015), and Nuasair and Parsa (2017), which acknowledged the function of HRMIS in assisting with strategic decision-making. In support of this claim, Lower and Mohrman (2021) noted that the implementation of HRMIS in a variety of organisational contexts has resulted in sustainable growth, particularly in those places where HR management does not play a strategic role. Further, according to Vujovic (2015), organisations nowadays demand the intensive application of knowledge based on a multidisciplinary approach, and education should foster creativity, effective communication, teamwork, and other qualities in addition to teaching students how to find relevant information. However, as Dainty, Loosemore, and Lingard (2016) pointed out, HRMIS were created with HR departments' needs in mind, and changes in the HR function have also influenced the creation of HRMIS.

Dimensions of Human Resource Management Information System

Human resource management information system has different dimensions including operational effectiveness, tactical effectiveness and strategic effectiveness.

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Operational Effectiveness

The ability of an organisation to carry out its primary business procedures successfully and efficiently is known as operational effectiveness (Vujovic, 2015). It is essential to the success of an organisation and is about doing the right things the right way. Operational efficiency in the context of HRIS refers to the system's capacity to effectively and efficiently support the organization's fundamental HR procedures (Moosakhani, 2013). HR data should be able to be rapidly and accurately captured and stored by the HRIS. The organization's HR workflows, including payroll, performance management, onboarding, and hiring, should be supported by the HRIS (Nuasair & Parsa, 2017). Employee self-service features, such as the ability to see and amend their own HR data, should be available through the HRIS. The organisation should be able to create reports and analyse HR data with the help of the HRIS to spot trends and come to wise judgements. Organisations may make sure the HRIS is supporting their HR procedures and assisting in the achievement of their overarching objectives by ensuring it is operationally successful (Moosakhani, 2013).

Tactical Effectiveness

In the context of HRIS, tactical effectiveness is the system's capacity to assist the company's HR procedures in a way that accomplishes particular tactical objectives (Nuasair & Parsa, 2017). The HRIS facilitates the onboarding process and offers tools for locating and vetting prospects, which both contribute to better recruitment. Offering resources for career development, staff engagement, and performance management, also contributes to increased retention. By offering

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resources for knowledge exchange, performance management, and training and development, the HRIS contributes to increased worker productivity (Nuasair & Parsa, 2017). The HRIS facilitates access to real-time data and analytics, which helps to enhance HR decision-making. Through task automation, the elimination of paper-based procedures, and increased HR productivity, the HRIS lowers HR expenses. The HRIS and the organization's broader HR strategy need to be properly integrated to accomplish these tactical goals (Moosakhani, 2013). This implies that the organization's unique HR demands and priorities must be supported by the HRIS. In addition, the HRIS needs to be user-friendly, available to staff members, and capable of producing reports and analytics that help monitor advancement and pinpoint areas in need of development.

Strategic Effectiveness

In the context of HRIS, strategic effectiveness is the system's capacity to meet long-term objectives and complement the organization's overarching business plan (Moosakhani, 2013). By offering the information and insights required to make wise decisions on talent management, organisational growth, and workforce planning, the HRIS must be able to support the organization's strategic priorities (Nuasair & Parsa, 2017). Through the provision of tools for managing change, facilitating effective employee communication, and assessing the results of change initiatives, the HRIS must be able to assist organisational transformation. By offering resources for leadership development, staff engagement, and performance management, the HRIS contributes to the establishment of a high-performance culture. By giving organisations, the means to draw in and hold on to top talent,

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cultivate an informed and talented staff, and foster a good and productive work environment, the HRIS contributes to increased organisational competitiveness (Moosakhani, 2013). The HRIS needs to be incorporated into the organization's overarching business plan to be strategically effective. This means that for the HRIS to assist the organization's strategic ambitions, it must be in line with its vision, purpose, and values. In addition, the HRIS should give the company a competitive edge by giving it the information and understanding it needs to make wise personnel decisions and meet its long-term objectives.

Organisational Performance

After the output is in place, performance also describes a person's capacity to do the task at hand. According to Nazarian, Atkinson, and Foroudi (2017), achieving a result that contributes to the success of an organisation is essential for achieving desired outcomes Ahmed (2022) argues that performance may be assessed both qualitatively and quantitatively by considering outcomes like time and cost as well as safety, quality, and rework. In addition, Ahmad and Raja (2021) state that, indicators related to time, cost, quality, satisfaction, and business value can be used to assess performance. According to Pamela, Umoh, and Worlu (2017), when evaluating an organization's success, take into account both the inputs and the results. An organisation must achieve or surpass all of its aims and objectives to be deemed successful. Nonetheless, authors and organisations will vary in terms of the factors affecting performance, the procedures for managing performance, and the techniques for measuring performance (Nazarian, Atkinson, & Foroudi (2017).

According to Cho and Dansereau (2010) and Jones (2015), an organisation is a voluntary association of productive resources (people, capital, and inventions) with the only goal of accomplishing common goals or objectives. The accomplishment of a task or aim to the desired degree of satisfaction is referred to as organisational performance (Fujimoto & Härtel, 2017). In this scenario, the organization's performance must satisfy both customers and owners. This may be gauged by the profits or returns the business makes as well as the satisfaction of customers with the high-quality products and services they receive from the company. According to Bray and Konsynski (2015), an organization's performance can be characterised as the degree to which it achieves its objectives in light of a certain set of circumstances. Since there is no set definition for what constitutes an effective organisation, worker productivity and customer happiness are just two examples of qualitative and quantitative indicators that will be used to evaluate performance (Pang & Lu, 2018).

A company's performance can refer to a variety of concepts that are associated with its success (Ali, Lodhi, Raza & Ali, 2018). The actual results of an organization's operations as compared to its planned objectives, such as increased productivity, efficiency, return on investment, client satisfaction, and quality improvement, are included in the concept of organisational performance (Doval, 2020). How well an organisation is managed and how well its resources such as money, people, and innovations are used to accomplish strategic objectives can be used to measure its performance (Ssekakubo, Lwanga & Ndiwalana, 2014; Agha, Alrubaiee & Jamhour, 2012). Employees are the foundation of an organization's

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effectiveness; they create a team that strives to accomplish objectives (Almatrooshi, Singh & Farouk, 2016; Mastrangelo, Eddy & Lorenzet, 2014). According to Amjad et al. (2021), a company's success rate in returns can be attained by comprehending the drivers of performance at all levels of the firm.

A company's performance is influenced by its customers, internal procedures, innovation, and finances, according to Ahmad and Raja (2021). Financial viewpoints identify working capital, leverage, asset turnover, and profit margin as ratio-based financial drivers (Pamela, Umoh & Worlu, 2017). Success from the perspective of the customer is understood to include customer satisfaction, brand image, customer retention, and profitability.

Measures of Organisational Performance

Various scholars and theorists have presented disparate organisational performance metrics (Ashraf & Kadir, 2012). Public or private sector organisations' performance can be measured in a variety of ways, depending on the goal of the measurement, the products or services offered, the clientele that the organisation serves, or the data that is available (Mahadevan, 2017). Three distinct firm outcomes—financial performance (quality, return on investment, resource utilisation, and innovation); product market performance (sales, market share, and profits); and total shareholder return—can be used to gauge the effectiveness of an organisation, according to Richard, Devinney, Yip, and Johnson (2019). According to Al-Damoe (2012), an organization's production, worker efficiency, job happiness, service quality, and innovativeness are all signs of its performance. Quality control, internal efficiency, creativity, and learning are some of the various

elements of organisational performance that are examined in this study (Ebinger, Kuhlmann, & Bogumil, 2019).

Quality Control

Quality control is a methodical process that ensures that goods and services meet customer expectations and conform to a predefined set of quality standards (Okpala & Korzeniowska, 2023). The procedure comprises systematic observation and analysis of goods or services to identify any defects, errors, or departures from pre-established standards, and then putting the right corrective actions in place. The fundamental components of quality control include quality planning, which comprises developing procedures for quality control, identifying resources required to meet quality targets, and establishing standards and specifications for goods and services (Plebani et al., 2022). Furthermore, quality assurance encompasses the methodical examination and appraisal of quality control protocols to ascertain their efficacy in fulfilling quality goals (Mechtcherine et al., 2022).

Finally, quality control comprises continuous testing and observation of goods or services to confirm that they meet predetermined requirements and standards for quality (Bakhromjon et al., 2021). This includes inspecting the products, putting samples to the test, and assessing the methods used to provide the services. According to Ho et al. (2022), continuous improvement includes analysing quality control data, identifying areas that need improvement, and putting corrective procedures in place to lessen errors or defects in the future. The techniques used for quality control can vary depending on the particulars of the good or service being evaluated. When it comes to manufacturing, quality control

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involves using statistical process control (SPC) methods to monitor production procedures and identify any errors. To identify possible areas for improvement, quality control in the service industry frequently uses a variety of techniques, including mystery shopping, customer feedback surveys, and process mapping (Pohl & Dikic, 2019). Strong quality control procedures must be put in place to ensure customer satisfaction, reduce costs associated with errors or mistakes, and maintain a competitive advantage in the marketplace. By creating and continuously improving thorough quality control procedures, organisations can achieve long-term success and enhance their reputation for providing high-quality goods or services (Tang et al., 2021).

Internal Efficiency

The notion of internal efficiency concerns an organization's ability to efficiently use its resources towards achieving its intended goals and objectives (Radnor & Johnston, 2013). To achieve maximum efficiency and effectiveness, this means increasing production, reducing waste, and optimising processes. A variety of tactics, including process improvement, automation, development and training investments, performance management system implementation, and resource allocation optimisation, can be used to achieve internal efficiency (Ma et al., 2018). Process improvement includes locating bottlenecks, redundancies, and inefficiencies in an organization's operating procedures and removing them (Campbell, Im & Jeong, 2014). Lean management, Six Sigma methodologies, or process mapping can all be used to accomplish this goal.

Automation is the process of using technology innovations to automate repetitive tasks and processes, reducing the demand for manual labour and increasing overall operational efficiency (Akinsolu, 2012). Artificial intelligence, robots, and software applications are all included in this category of technology. According to Dube and Mohanty (2023), training and development involve giving employees the chance to learn new skills and information, which improves their ability to do tasks more effectively and efficiently. To increase employees' efficacy and productivity, performance management involves setting clear performance goals, continuously assessing employees' work, and giving them feedback (Hader et al., 2011). The strategic distribution of resources, such as time, money, and personnel, in a way that maximizes their efficacy in accomplishing organisational goals and objectives, is referred to as resource allocation. Achieving internal efficiency is crucial for businesses as it can lead to more income, improved customer satisfaction, and increased competition in the market. By optimising resource utilisation and rationalising processes, businesses can improve their ability to meet customer needs, adjust to changing market conditions, and achieve their strategic objectives (Parco et al., 2020).

Innovation and Learning

According to Lee and Falahat (2019), innovation and learning are essential for an organization's development and prosperity. Since the process of innovation typically results from the acquisition and application of innovative knowledge and ideas, the relationship between innovation and continuous learning is clear. Innovation is the creation and use of new ideas, products, services, or arrangements

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that result in beneficial change and value (Aljawarneh, 2020). The procedure involves applying critical thinking skills, challenging accepted beliefs, and coming up with novel solutions to problems or opportunities. Innovation can take many forms, including improvements in technology, improved products, improved processes, and changes to business models (Abbas et al., 2020; Saunila, 2020). According to Dong et al. (2020), learning is the cognitive process by which people pick up new knowledge, abilities, or competencies through a variety of activities like study, hands-on learning, or formal teaching. A key element of this process is exhibiting a receptive attitude towards adaptation and progress, as well as engaging in ongoing professional and personal development. The process of learning new information and abilities might take place on an individual basis, in cooperative groups, or throughout the business as a whole. Both official and informal methods, including taking part in training programmes or gaining experience on the job, can be used to acquire new skills and information.

Empirical Review

This section of the study undertakes a thorough review of the existing literature on HRMIS and organisational performance. The review took into consideration the methodological approach, the analytical tools, and the software employed in the findings that emerged as well as the conclusion drawn from each study. This was done to enable the researcher to identify relevant gaps in the extant literature and inform the selection of an appropriate methodological approach that best suits the present study. The researcher prioritized recency order in the review of the relevant related literature as it ensues.

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Relevance of Human Resource Management Information System

According to Zafar (2012), HRMIS is now essential in the technologically advanced organisational context of today to address 21st-century HR problems. As a result, businesses are using information systems for HR more and more (Swaroop, 2015). Therefore, Kavanagh and Morgan (2019) contended that for human resource management (HRM) to be effective, it needs to be able to increase competitive advantage by giving employers access to sufficient and current information about their current workforce. The study also showed how the development and application of HRMIS has, in part, enhanced the way that employee data is gathered as a result of the growth of information systems. They consist of procedures and systems that link information technology with HRM functions (Nuasairs & Parsa, 2017).

HRMIS aids in the recording and analysis of workers, documents, and organisational data, according to Aggarwal and Kapoor (2013). The handbook is in the format of safety protocols, emergency evacuation plans, and employee handbooks. Additionally, it provides support and assistance to the organisation in maintaining a current, accurate, and comprehensive database that is accessible through reports, documentation, and guides (Aggarwal & Kapoor, 2012). Additionally, it has been shown to support decision-making procedures. The writers made clear that management has the primary authority and power to make decisions, making decision-making a crucial function of the organisation. They have to make sure that the judgements they make will benefit the organisation as a whole. As a result, information that influences decision-making processes can be

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obtained by organisation members via HRMIS (Dusmanescu & Bradic-Martinovic, 2021). Decisions that use HRMIS turn out to be effective and advantageous. Since the application of HRMIS improves the decision-making processes overall.

Gupta (2013) states that HRMIS encourages openness in business. Gupta (2013) argued that certain considerations must be made to advance company transparency. These involve initiating infrastructure, facilities, and equipment; managing technologies; managing financial, human, and technical resources; and generating knowledge on contemporary, inventive, and technical approaches as well as labour market aspects. Gueutal and Stone (2015) also noted productivity increases, emphasising that HRMIS considerably enhances revenue channels in addition to lowering costs and increasing productivity. Additionally, it expedites the process and fosters creativity, both of which improve the organization's services and goods. Moreover, HRMIS may result in significant adjustments (Davoodi, 2018).

HRMIS has the potential to significantly alter how people establish relationships and teams through a variety of communication channels. That being said, it can be said that utilising HRIS in an orderly manner is essential to increasing production. Strategic business objectives are implemented using HRMIS (Davoodi, 2018). Using HRMIS, which is intended for human resource management, is a big help in carrying out an organization's strategic business goals. In addition to the aforementioned, increasing productivity and proficiency requires the efficient operation of daily operations (Kamdideh, 2012). According to Reddick (2019), HRMIS are instruments that businesses use to assist them in offering answers for a

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management decision-making. As a result, businesses may predict the results of their complete company operations by using HRMIS appropriately. According to De Sanctis (2016), they include healthcare expenditures per employee, turnover rates, the length of time needed to fill important positions, returns on capital spent, and a growth in the value of human capital.

Empirical support was provided by studies like Lievens and Harris (2013), McClelland (2015), and Nuasair and Parsa (2017), which acknowledged the function of HRMIS in assisting with strategic decision-making. In support of this claim, Lower and Mohrman (2021) noted that the implementation of HRMIS in a variety of organisational contexts has resulted in sustainable growth, particularly in those places where HR management does not play a strategic role. Further, according to Vujovic (2015), organisations nowadays demand the intensive application of knowledge based on a multidisciplinary approach, and education should foster creativity, effective communication, teamwork, and other qualities in addition to teaching students how to find relevant information. However, as Dainty, Loosemore, and Lingard (2016) pointed out, HRMIS were created with HR departments' needs in mind, and changes in the HR function have also influenced the creation of HRMIS.

Research was conducted in 2013 by Chapman & Webster on the role HRMIS plays in hiring, screening a broad pool of candidates, and choosing the best fit for Kenyan organisations. According to the survey, even if HRMIS has changed and its systems have been updated, these changes have not stopped the systems from helping to automate repetitive jobs and other duties that have historically been

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handled by HR professionals. The study outlined the obstacles impeding the effectiveness of the organization's systems, such as the challenge of obtaining senior management's full support and commitment, the resources needed for system upgrades, the management of the system's functionality and complexity, user acceptance—particularly from key managers and staff members—and the management of changes that arise with the introduction of a new or upgraded system.

The advantages of HRMIS were empirically investigated among 20 Kenyan organisations by Hair, Sampel, and Page (2015). When gathering data, the study used descriptive research. According to the study, HRMIS has significantly increased an organization's efficiency and effectiveness since it reduces expenses by automating repetitive operations and facilitating quick access to information needed to make decisions. The study concluded that, in order for organisations to maintain a competitive advantage, they must be successful and efficient, and this includes HR departments with all of its strategies and functions that are in line with the aims and objectives of the business. Oladimeji (2019) evaluated the significance of HRMIS in Nigerian organisational effectiveness in a different study. Throughout the data gathering process, the study sampled 50 organisations using a mixed design.

According to the survey, HRMIS enables businesses to generate chances for businesses to operate effectively, quickly, and economically. However, the study found that implementing HRMIS can present difficulties for the company. Thus, the report advocates for organisations to leverage HRMIS. In connection with

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Quaosar's (2021) research, Oladimeji (2019) examined HRMIS in several developing nations. Since 500 organisations were sampled for the study, the descriptive research design was used during data collecting. The information gathered led to the conclusion that HRMIS is critical to the accomplishment of HR tasks. Individual evaluation of HRMIS applications also affects technical and strategic HRMIS

Human Resource Management Information System and Organisational Performance

Numerous empirical research on HRMIS has been conducted. For example, Ogohi (2019) evaluated how HRMIS affected Nigerian organisational performance. Zenith and Fidelity Banks were the two commercial banks that were the focus of the qualitative study. The sample consisted of 137 workers. Regression analysis and Pearson correlation were used to analyse the data after it was gathered via a questionnaire. The study found that the HRMIS process is both economical and successful and that it plays a significant role in determining the accomplishment of organisational objectives. Accordingly, the study suggested that HR managers find the right workers for the right jobs. To examine the impact of HRMIS on six registered organisations in Mogadishu, Somalia, Adam, Ogolla, and Maore (2017) conducted a study. The employees of UN agencies were the target audience for the descriptive survey. To choose the subjects for the study, basic random sampling was performed. It was discovered that any organisation hoping to recruit and hire competent staff members needs to have an efficient HRMIS.

Additionally, vetting resumes and applications had a significant impact on how well an organisation performed. In the UK, Marler and Fisher (2013) investigated the effects of HRMIS on a range of organisational performance metrics. Competitive advantage, effectiveness, and efficiency were all addressed by the performance metrics. The study sampled 105 people, so it used a mixed design. Thus, the study found that by improving an organization's efficiency and effectiveness in managing its human resources, HRMIS can be a source of competitive advantage. Abomeh and Iheabunike (2013) examined the impact of HRMIS practice evaluation on the performance of South African organisations. Twelve organisational units in the hospitality industry participated in the descriptive survey. Aims of the study included managers, supervisors, and directors.

A questionnaire was used to gather information. It was discovered that businesses should implement suitable hiring procedures that draw in the proper number and calibre of workers with the necessary expertise, knowledge, and altitude to guide day-to-day operations towards the accomplishment of corporate objectives. 2011 saw a study by Khan, Khan, and Khan on the relationship between HRMIS and organisational performance. The descriptive study included a sample of 100 workers from various Pakistani organisations. The secondary data was a thorough review of the literature. According to the report, managers should create appropriate programmes to assist in identifying staff members who require training, and organisations should set up sufficient funds for training. According to the report, HRMIS enhances organisational performance and productivity. Because the system facilitates the collection, distribution, analysis, and preservation of data

about human resources. Organisations benefit from HRMIS since it automates the majority of HRP tasks. Because the system gathers, organises, and reports data for decision-making, it has grown to be a crucial strategic instrument.

Challenges Hindering the Adoption of Human Resource Management Information Systems in Organisations

The adoption of HRMIS is hampered, according to a study by Schuler, Dolan, and Jackson (2019), by the high implementation and maintenance expenses that businesses find unaffordable. According to Kanake (2016), organisations' reluctance to break with tradition, a lack of qualified staff, high maintenance costs, and resistance to switching from manual to automated systems are some of the issues that arise when using HRMIS for service delivery. Kagehi (2015) investigates the difficulties in implementing HRMIS in Lesotho organisations. The study sampled 120 people during the data-gathering phase, utilising a descriptive research methodology. Planning is essential to the adoption of HRMIS, according to the study's findings.

Ahmad and Khurram (2014) note that some organisational departments struggle to make tactical decisions based on the information provided and that organisations are unable to shift from their outdated cultures. They also note that interpreting the reports produced by HRMIS can be challenging. According to Weeks (2013), the main obstacles faced by HRMIS users include inadequate planning and procedures, a lack of support mechanisms, and incompatibility with other internal systems due to employee-deemed confusing interfaces. According to Chapman and Webster (2013), obtaining senior management's full support and

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commitment is one of the biggest obstacles to an organization's systems succeeding. Other challenges include managing the complexity and functionality of the system, managing resources needed for upgrades, gaining user acceptance, particularly from key managers and staff, and managing changes that come with the introduction of a new or upgraded system. Hagan, Lotsu Ernest, Hodowu, and Abaka-Yawson's (2012) study highlighted some obstacles, including a lack of management support, that prevent organisations from implementing HRMIS.

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Lessons from the Empirical Review

The advantages of HRMIS are listed in terms of several areas, including the streamlining of decision-making processes, encouraging business transparency, hiring and firing personnel, increasing productivity, putting strategic business objectives into practice, comprehending HR policies and procedures, instilling time management skills, fostering the ability to participate in training programmes via technology, fortifying organisational structure, and offering timely and varied information. Information about the features and advantages of HRMIS must be produced in order to promote the growth and development of organisations and their constituents. It is noteworthy, therefore, that some research has examined the connection between HRMIS and organisational effectiveness (Marler & Fisher, 2013; Ngai & Watson, 2016). According to some, there is a positive correlation between the implementation of HRMIS and some performance metrics, including

less administrative workload, increased data accuracy, and enhanced decision-making skills (Parry, 2014; Bondarouk, 2016).

Others have concentrated on the function of HRMIS in particular HR functions, like employee engagement and retention (Barney, 2011; Teece, 20177), talent acquisition (Cober et al., 2014), and performance management (DeNisi, 2014). The results are not definitive because other people also reported a negative relationship. To close the information gap, it is thus necessary to conduct an empirical evaluation of the relationship between HRMIS and organisational success, particularly in Ghanaian business environments. The study's conclusions have effects for policy, professional practice, and researchers. While the organization's goal is to become a centre of excellence for the delivery of land services, its mission is to offer our stakeholders high-quality, dependable, and effective services in the areas of geographic information, guaranteed tenure, property valuation, surveying, and mapping through collaboration and contemporary technology.

The organisation oversees public lands, properties vested in the President by the Constitution or other laws, and properties vested in the Commission on behalf of the Government. To guarantee that the development of individual parcels of land follows the applicable development plan for the area in question, it also provides advice to the government, local authorities, and traditional authorities regarding the policy framework for the development of specific sections of the nation. A comprehensive programme for the registration of land titles nationwide, as well as the registration of deeds and other instruments that affect land

nationwide, are among the other things that the organisation does. It also develops and submits recommendations to the government regarding national policy regarding land use suitability or capability (Lands Commission, n.d.).

The organization's other responsibilities include assisting the government in acquiring land, setting guidelines for and regulating mapping and surveying the nation, licensing cadastral survey practitioners, providing land and related valuation services, ensuring that socioeconomic activities are consistent with sound land use through sustainable land use planning in the long-term national development goals in cooperation with other bodies, and performing other relevant tasks.

Conceptual Framework

The conceptual framework outlining the alleged analytical links between the study's relevant constructs is depicted in Figure 1. The theoretical suppositions of the study, the type of empirical relationships established, the general goal of the investigation, and the requirements of the particular research objectives formulated within the study's context all influenced the formulation of the conceptual framework.
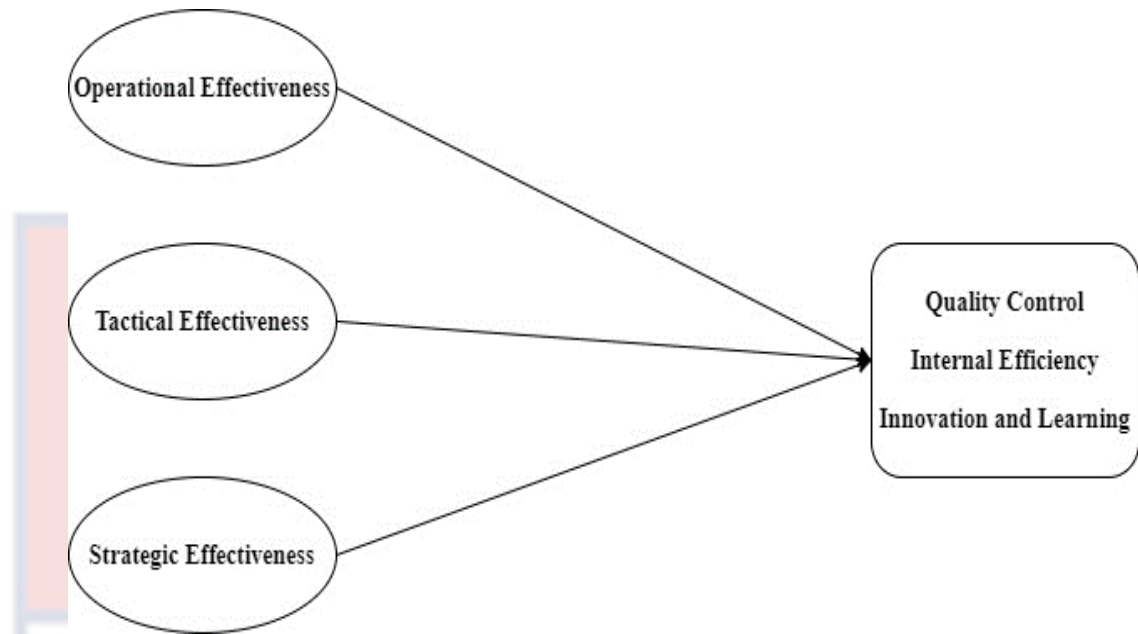
Figure 1: Conceptual Framework depicting the nexus between Human Resource Management Information System Organisational Performance

Source: Author's Construct (2023)

The information system for human resource management is regarded as an independent variable since modifications to it are anticipated to result in adjustments to organisational performance. As a result, improvements in organisational performance would result from high HRM information system scores. The opposite is also true. The dependent variable is organisational performance. This is due to the study's contention that modifications to the information system for human resource management will affect organisational performance. According to the study, this viewpoint could improve the organisational performance of Ghana's Lands Commissions through the use of an HRMIS.

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Chapter Summary

This chapter has presented information regarding the literature review in the context of the study's key theme. The focus was on theoretical perspective, conceptual issues, empirical thought, and conceptual framework. This chapter seeks to offer literature support to facilitate empirical testing of the study's specific objectives, comparing findings to past empirical assertions, and offering comprehensive information to grasp key concepts in the study.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This study's section on research methodologies explains the techniques and steps taken to carry out the investigation. Systematic examination to address research problems is represented by research technique (Maxwell, 2012; Kothari, 2004). The science underlying a certain research activity is known as a research technique, according to Mishra and Alok (2011). It outlines the methodical procedures followed when researching a certain research issue. Additionally, it frequently offers a thorough understanding of a topic and makes it easier to extract rational, scientific explanations and conclusions.

The purpose of the study was to evaluate the relationship between the Lands Commission's organisational performance and its human resource management information system. The researcher's overall methodology for the research endeavour is covered in this part. The chapter provides details on how each scientific approach used to carry out this empirical investigation was used, taking into account its unique set of prerequisites. The research paradigm, design, methodology, demographics, study region, sample size, sampling process, data collection tool, data collection process, and data processing and analysis are all included in this chapter.

Research Paradigm

According to Louis, Smarr & Patel (2017) and Brown & Dueñas (2020), the paradigm of research is a broad philosophical approach to the environment and the

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substance of research that a study contributes to a study. The positivist research paradigm was applied in the study. The positivist research paradigm, linked to the French philosopher Comte (1789–1857), is based on the presumptions that the study of phenomena can benefit from the application of logic, measurement, and the use of deductive reasoning to prove absolute truths (Walsh, 2019; Denscombe, 2008). Therefore, using the scientific method, it is suggested that objective trust can be empirically obtained by evaluating the impact of the HRMIS on the Lands Commission's organisational performance.

The primary feature of positivism, empiricism, contends that the world as experienced by the human senses factually suggests the existence of an objective, universal reality governed by laws and mechanisms that apply to all people (Nückles, 2021; Stingone et al., 2017). The study focuses on organisational performance and the information system for human resource management. Both of these topics are observable to human senses and factually imply the existence of an objective, universal reality that is governed by laws and mechanisms that apply to all people. When it comes to research questions or theory testing, positivist philosophy emphasises impartiality and detachment, presenting the researcher and the study subject as separate structures (Kaushik & Walsh, 2019).

But quantifying observable occurrences to rule out unobservable phenomena has also drawn criticism (Vashishth & Chakraborty, 2019; Brown & Dueñas, 2020). The foundation of the positivist paradigm is the idea that people react to the factual environment of social reality, which has an objective ontological framework (Morgan & Smirich, 1980; Kaushik & Walsh, 2019; da Silva &

Moreira, 2019). Since the study includes research questions and hypothesis testing, the positivist paradigm was selected. Subsequently, it is also motivated by the logic of the cause-and-effect link between the two relevant constructs: organisational performance (a dependent variable) and the human resource management information system (an independent variable).

Research Approach

The study used a quantitative research approach in consideration of its intended purpose, particular goals and hypotheses, and the type of primary data that would be gathered and examined. This is because concepts like organisational performance and the information system for human resource management were quantified using widely used measurement scales like nominal. By gathering numerical data and assessing it with mathematically based techniques, especially statistics, the quantitative approach explains phenomena (Miah, Solomonides & Gammack, 2020; Lak, Aghamolaei, Baradaran & Myint, 2020; Schimanski, Pasetti-Monizza, Marcher & Matt, 2019). This assisted the researcher in gathering quantitative data on organisational performance and the HRM information system, which was then examined using statistical and other mathematically based techniques.

Typically, the constructs of organisational performance and human resource management information systems could be measured and statistically manipulated. Creswell (2014) claims that the quantitative approach uses mathematically based techniques and statistics to evaluate numerical data to characterise phenomena. By dividing the social environment into empirical elements known as variables that can

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be quantitatively evaluated as frequencies or values, quantitative techniques typically employ deductive reasoning to search for regularities in human lives (Rahman & Hakim, 2016). Statistical methods, researcher-implemented stimuli, and systematic measurement can all be used to analyse the quantitative approaches (Ben-Shlomo, Brookes & Hickman, 2013).

The information system for human resource management and organisational performance was thus examined using a quantitative method due to the study's numerical nature. According to Tashakori and Teddlie (2003), the quantitative method of analysis usually starts with the hypothesis or theory-dependent data collection and is supported by descriptive or inferential statistics. Because broad conclusions about population characteristics can be drawn from statistical hypothesis tests conducted on the study's objectives, quantitative approaches are frequently deductive. The belief that there is a singular reality that exists apart from human experience is another common definition of quantitative techniques (Lincoln & Guba, 1985).

The primary concerns of quantitative analysis are the accuracy, validity, and generalizability of measurement in its simple cause-and-effect prediction (Cassell & Symon, 1994; King, Cassell, & Symon, 1994). A quantitative approach requires data on factors that have numerical estimability. It revolves around inquiries that are essentially prepared as numbers, such as how many or perhaps how frequently. The approach that should be used is typically determined by the purpose or goal of the review. When numbers are transformed into data, these kinds of inquiries are carried out. Typically, surveys, questionnaires, personality tests, and structured

analysis techniques are employed in the quantitative method (Burrell & Morgan, 2017).

When conducting research, the quantitative technique is simple, quick, and applicable to a wide range of situations (Amaratunga, Baldry, Sarshar, & Newton, 2002). Given that the quantitative results comprise a larger, randomly selected sample, they can probably be applied to the entire population or a subpopulation (Carr, 1994). Additionally, as the quantitative approach makes it easier to generalise the results, it may be used to examine data on HRMIS and organisational performance using statistical techniques. Furthermore, the final results rely on numbers rather than interpretations, which could enhance any upcoming occurrences and connections with the work. However, in evaluating the importance people allocate to activities, this approach will typically be inflexible, phoney, and ineffective; furthermore, it does not contribute to the development of theories (Crotty, 1998).

Moreover, Matveev (2002) proposed that the quantitative method fails to provide the researcher with background knowledge about the topic under study. Once more, in a quantitative study, the researcher does not influence the setting in which survey participants answer questions (Matveev, 2002). Edwards and Talbot (2014) state that the quantitative approach necessitates ongoing, labour-intensive model performance monitoring to guarantee sustained adherence to the initial hypothesis. Additionally, because these methods use restricted questions and a structured style, they restrict research findings to only those included in the initial research request (Matveev, 2002). Lastly, quantitative research methods just

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capture the surface features of a phenomenon; they are not comprehensive and fail to consider the experiences of test-takers and what they mean when they respond (Rahman & Hakim, 2016).

Research Design

Due to the scientific investigation that guided the study, the explanatory research design was used (Andrade, 2022; Bloomfield & Fisher, 2019; Ishtiaq, 2019; Osuagwu, 2020; Windsong, 2018). In support of causal studies, Rahi (2018) argues that things and events possess the ability to cause things to happen. They can create different circumstances or events because of their characteristics. evaluating the impact of the HRM information system on the Lands Commission's organisational performance (Maxwell & Mittapalli, 2010). Explanatory research's main goals are to forecast future events and provide an explanation for phenomena. (Doyle, McCabe, Keogh, Brady & McCann, 2020; Reay, van Schaik & Wilson, 2019; D'Alimonte, De Sio & Franklin, 2020).

Zikmund, Babin, Carr, and Gryphon (2012) state that explanatory design research is carried out to determine the kind and degree of correlations. Subsequently, being motivated by the rationale of the cause-effect link among the constructs of interest – human resource management information system (Independent variables) and organisational performance (Dependent variable). The claim that the data are quantitative and nearly invariably necessitates the employment of a statistical test to confirm the validity of the correlations also informs the decision to approach the investigation quantitatively. In quantitative investigations, the choice of explanatory study design is firmly anchored in

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epistemological philosophy. To explain the patterns of relationships between variables, explanatory studies concentrate on examining a particular situation or problem (Creswell, 2014).

Explaining phenomena and making predictions are the main goals of explanatory research (Maxwell & Mittapalli, 2010). The present investigation is deemed legitimate in analysing the impact of the human resource management information system on the organisational performance of the Lands Commission, since it does not include manipulating either the independent or dependent variables. The claim that the data are quantitative and nearly always require a statistical test to prove the validity of the correlations also informs the decision to approach the study quantitatively (Cardano, 2020; Dannels, 2018; Sileyew, 2019; Cresswell, 2014). A self-reported questionnaire served as the basis for the data collection for analysis, which was also subjected to a clear cause-and-effect analysis similar to that used in the explanatory design. Thus, both the data analysis tool and the questionnaire used for data collection were selected with consideration for the study design.

Study Unit

Ghana's Lands Commission is the government organisation in charge of managing and administering land. In Ghana, the Lands Commission is normally in charge of managing and overseeing public lands. This covers matters of land use planning, land ownership, and land titles. The Commission is in charge of managing the land title registration procedure. This entails keeping an accurate record of all landowners, offering a safe and secure method for land transactions, and

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guaranteeing proper paperwork. The Lands Commission is frequently in charge of mapping and surveying duties. To avoid land disputes, this involves marking and mapping property borders. The Lands Commission contributes to the execution of national land policies. This entails making certain that land-use regulations are applied correctly to support sustainable development.

The Commission effectively manages land-related data through the use of technology and information systems. These cover creating and maintaining databases and systems for land information. Land dispute resolution is an essential task. The Lands Commission may have procedures in place for arbitrating and settling disputes involving boundaries and land ownership. Often included in the duty is educating the public about land-related issues, such as land laws and regulations. This aids in increasing residents' knowledge and comprehension of land-related concerns. The Lands Commission works with local government entities, other governmental organisations, and parties with an interest in land development and administration. For the Lands Commission, which plays a crucial role in land administration, the adoption of HRMIS could lead to better management of human resources, resulting in improved service delivery and achievement of organizational goals.

Population

The Lands Commission was the focus of the study. The Lands Commission was selected because it reflects a particular organisational environment as a government entity in charge of managing and administering land. An essential component of government work is land management, and the Lands Commission

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is a key player in this area. Consequently, researching how a Human Resource Management Information System (HRMIS) affects organisational performance in this setting offers insights into a field with particular demands and difficulties. Furthermore, the sustainable development of the environment, urban planning, and economics all depend on effective land management. The country's development plan is directly impacted by the Lands Commission's operations. Thus, it is strategically relevant to comprehend how the deployment of an HRMIS affects organisational performance.

The Lands Commission, like any other organisation, has to deal with several issues about organisational performance, workflow efficiency, and human resource management. Examining the effects of an HRMIS enables a focused analysis of how technology might help to overcome these obstacles and lead to better results. The sixteen (16) Lands Commissions from each region of Ghana were the focus of the investigation. Two thousand (2000) workers from Ghana's sixteen (16) Land Commissions were the study's target population. The leaders of Ghana's sixteen (16) Land Commissions made up the study's population.

Sample Size and Sampling Procedure

The sample size needs to be determined before sampling can begin. Three hundred and thirty-three (333) heads of the Land Commission were chosen for the survey using Yamane's formula (1967). Consequently, three hundred and thirty-three (333) heads were chosen as a sample for the study and persuaded to take part. The leaders of Ghana's Land Commissions made up this group. Yamane's sample

determination formula (1967) was used to determine the sample size. The equation

is given as; n =   <u>N</u>

[1+N (e)²]

Where n = sample size; N = sample frame (2000); and e = margin of error. Yamane

(1967) proposed a 5-percentage-point margin of error.

$$n = \frac{N}{1+N(e^2)} = \frac{2000}{1+2000(0.05^2)} = \frac{2000}{1+2000(0.0025)} = \frac{2000}{1+5} = \frac{2000}{6} = 333$$

Because it enables the researcher to satisfy the sample criteria suggested for regression analysis in social science research [(n> 50 + 8 (Number of independent variables)], the selection of this sampling equation was necessary (Bensah, 2018). Convenience sampling was employed to determine the sample size of responders from the sampling frame. Convenience sampling was chosen because the respondents were chosen based on their willingness to participate in the study, answer questions, and respond. As a result, it was simple to convince the heads to agree to participate in the study, answer questions, and respond. Convenience sampling is therefore used to gather data from respondents. For the analysis, convenience sampling was employed to select the respondents.

According to Martinez-Mesa, González-Chica, Duquia, Bonamigo, and Bastos (2016), participants in the convenience sampling technique are selected based on their convenient usability and are ordered in order of presence. Once every participant has been chosen, the process comes to a close. Convenience sampling was used in the study primarily to collect data from participants who were easily accessible to the researcher. However, because the convenience sampling approach is more affordable, it was also utilised for the analysis. The key advantage of

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convenience sampling, according to Jager, Putnick, and Bornstein (2017), is that it is quick, easy, and affordable to implement.

Data Collection Instrument

The study must gather unique, first-hand source data to accomplish its goals and test the hypothesis to determine whether to accept or reject the null hypothesis for the alternative (ref). Two types of data can be distinguished: primary and secondary. Malhotra (2010) posits that primary data are those that are explicitly gathered for a particular purpose, whereas secondary data are those that have previously been gathered from primary sources and are easily accessible for further research. The primary data for the study were gathered using a structured questionnaire, and the proper statistical procedures were then employed to test the predetermined research objectives. Questionnaires were the research tool utilised to collect the data.

Respondents' self-administered questionnaires were utilised to gather data. In light of the study's design and chosen research methodology, this was judged appropriate. The method used for gathering data for the study was in-person. The opinions, attitudes, and behaviours of the respondents on the questionnaire items were measured using a 7-point Likert scale. The respondents were able to indicate how much they agreed with statements using a five-point Likert scale. The survey was divided into four sections. Items on the questionnaire were categorised under the headings A, B, C, and D. Section "A" evaluated the Lands Commission's operational efficacy using eight criteria. Section "B" contained eight factors that assessed tactical performance at the Lands Commission as well. Section "C"

assessed the Lands Commission's strategic effectiveness using eight items. Last but not least, Section "F" contained 15 categories that assessed the Lands Commission's organisational effectiveness.

Pre-Testing

In the first week of January 2022, the instrument was pre-tested. Even though Saunders, Lewis, and Thornhill (2009) argue that pre-testing should only involve ten or fewer respondents, a sample of twenty employees was employed. As advised by Baxter and Babbie (2003), each respondent was made aware that this was a pre-test and was urged to offer feedback on any difficulties they had in filling out the questionnaire. Fifteen of the pre-test questionnaires were recovered in total. The answers to questions about strategic efficacy were inadequate. The weights assigned to the questions under it were a source of grievance for the respondents. For assessing the dependability of the instrument, the Cronbach alpha test result was -0.895. This indicated that there was a lack of internal consistency among the objects. This was ascribed to the respondents' ignorance of the questions and the scale that was used. Likert scale items were created from items classified as strategic effectiveness. Consequently, there are now eight questions under the strategic effectiveness category, up from the original three.

Reliability

One of the two most important factors to take into account when assessing a certain instrument is reliability. According to Bless and Higson-Smith (2000), the consistency of the instrument is a reliability factor. If an instrument can be relied upon to provide a precise and consistent measurement of a constant value, it is

considered highly trustworthy. An internal consistency score of 0.969 was obtained using Cronbach's Alpha. Given the sample size of 0.7, the scale can be regarded as reliable because all of Cronbach's Alpha values are more than 0.7 (Pallant, 2005). The reliability scores for each of the study's constructs are summarised in Table 1.

Table 1: Reliability Results

Construct	Cronbach's Alpha	Number of Item
Operational Effectiveness	0.963	8
Tactical Effectiveness	0.960	8
Strategic Effectiveness	0.900	8
Organisational performance	0.974	15
Overall Scale	0.969	39

Source: Field Survey (2023)

All of the constructs are extremely dependable, as seen by the reliability test results for the variables, which are shown in Table 1 and are all more than 0.7. Internal consistency, according to Saunders, Lewis, and Thornhill (2009), is comparing each questionnaire question's response to those of other questions.

Validity

Conversely, an instrument's validity pertains to how well it assesses the specific notion that it is intended to measure (Saunders et al., 2009). They also contend that an instrument has to be continuously repeatable to be considered reliable, which implies validity. After this is accomplished, the tool can be carefully examined to determine whether it is what it claims to be. The researcher supported the instrument's construct and examined additional pertinent literature to guarantee

the validity of the surveys. There were objects on the scales that had been verified by science. Before being distributed to the respondents, the prepared questionnaire was also sent to the project supervisor for review, approval, and modification. Principal component factor analysis was utilised to assess the validity of the scales. The outcomes are shown here. Principal component factor analysis was also used to assess the validity of the scales. The outcomes are shown here.

Confirmatory Factor Analysis

Table 2: KMO and Bartlett's Test

		HRMIS	OP
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.918	0.911
Bartlett's Test of Sphericity	Approx. Chi-Square	5355.669	3950.829
	Df	528	231
	Sig.	0.000	0.000

Source: Filed Survey, (2023)

Principal component factor analysis was used to assess the constructs' validity from a confirmatory factor analytical standpoint. Table 2 displays the findings from the KMO and the Bartlett's test of sphericity. The findings demonstrate the accuracy and dependability of the factor analysis results (KMOs>0.7; p<0.05). Therefore, it is necessary to have the ability to understand and report the results.

Actual Field Work

The study's data were gathered during the third week of March 2023 and May 31, 2023. The data for the study was gathered over 10 weeks by the research. They received an introduction letter outlining the goal of the research and

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guaranteeing their privacy and anonymity. Before the instrument was administered, the respondents' consent was obtained and anonymity and secrecy were ensured. The Land Commissions in Ghana were contacted in the introduction letter to request permission to gather the data. After that, respondents received assurances that their answers would only be used for academic research. Each participant received a questionnaire along with a synopsis of the study's history. Overall, a few responders were able to complete the instrument in less than a day, while others asked for up to a week to finish it.

To make sure the right thing was done, the researcher immediately guided individuals who filled out the questionnaires. The researcher provided phone guidance to those who completed the questionnaires within a day to a week to make sure the right action was taken. The responders were given all three hundred and thirty-three (333) questionnaires. Among the 333 questionnaires distributed to respondents, only 238 provided all the necessary information precisely and completely. This indicates a response rate of 71.5% and a return rate of 71.5%, respectively. It took a while to collect the data using this method (Ben-Shlomo, Brookes & Hickman, 2013; Mutepfa & Tapera, 2018).

Data Processing and Analysis

The Statistical Package for Social Sciences (SPSS) version 27 was used for this. For every construct, composite variables were created, strengthening the comprehensive method of data analysis. The data was analysed and interpreted using descriptive statistical techniques, such as frequency count and percentage, to extract demographic information. Descriptive statistics were used to evaluate and

interpret the data for objectives 1 and 2. Additionally, inferential statistics were used to determine the extent to which the independent variables (human resource management information system) account for the variance in the dependent variable (organisational performance). Regression analysis using ANOVA was one such technique used. We can forecast an outcome using one or more predictors by using linear regression (Kellar & Kelvin, 2013; Polit, 2010). It was easier to analyse and debate the results because they were provided in Tables and Figures in chronological order.

Table 3: Summary of Statistical Tools

No	Objectives	Statistical Tools
1	Investigate the relevance of HRMIS at the Lands Commission.	Descriptive Statistics
2	Find out the effect of HRMIS on organisational performance at the Lands Commission	Regression
3	Identify the challenges hindering the adoption of HRMIS at the Lands Commission.	Descriptive Statistics

Source: Author's Construct, (2023)

Ethical Consideration

An introduction letter issued by the Department of Human Resource Management of the University of Cape Coast Business School was first sent to the Lands Commission's management, which ultimately helped to secure official approval for the collection of primary data at that location. The participants were informed of the study's purpose. When responding to questions they found

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challenging, respondents were prompted to ask for clarification. While everyone who took part in the study did so voluntarily to help the project move forward, no one was coerced into doing so. The structured questionnaire was created with the utmost protection for the respondents' anonymity, privacy, and confidentiality in mind. The primary data-gathering process did not result in any injuries to participants. In the end, the completion rate was aided by the scale's clear, concise, and unambiguous statements and questions.

The investigation of plagiarism was done to improve the study's legitimacy. Every source that was mentioned was properly referenced. As no data manipulation was done, the results were given as found.

Chapter Summary

This section contains details on the methodological techniques used to collect the primary data, how the data were processed and analysed in light of the particular research objectives and statistical tools, and how the study's conclusions were condensed and presented for easy reading and comprehension.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The results of the study are presented in this chapter per the stated study objectives. The findings were briefly discussed.

Demographic Information of Respondents

Only two hundred and thirty-eight (238) of the three hundred and thirty-three (333) questionnaires that were given to study participants were filled out and returned, or 71.5% of the total. This indicates that 95 (or roughly 28.5%) were neither incomplete nor not submitted. The demographic details of the respondents to the survey are provided in this section. The results, which have been divided into sections to correspond with the objectives, were derived using regression, mediation analysis, and descriptive statistics. The first set of information requested from the responders is shown and discussed in this section. It comprises the respondents' demographic details that were used in the research. Five crucial attributes of the study participants were collected. These attributes were intended to provide readers with information on the experiences of the population that was employed for the study. The sex, age, educational background, staff ranking, and job experience of the responders are the variables that satisfied the aforementioned goal. Table 3 displays the findings of the respondents' characteristics.

Table 4: Demographic Characteristics of Respondents

Variable	Options	Frequency	Percentage
Sex	Male	93	39.1%
	Female	145	60.9%
Age	Below 30 years	71	29.8%
	31-45 years	106	44.5%
	46-60 years	58	24.4%
	Above 61 years	3	1.3%
Educational Qualification	HND	66	27.7%
	Degree	121	50.8%
	Masters	32	13.4%
	PHD	19	8.0%
	Professional	0	0.0%
Staff ranking	Senior staff	76	31.9%
	Junior staff	162	68.1%
Working experience	0-10 years	101	40.4%
	10-15 years	67	27.0%
	15-20 years	49	19.1%
	Above 20years	21	8.5%
Total		238	100.0%

Source: Field Survey (2023)

The results on the respondents' sex distribution indicate that 60.9% of the Lands Commission's workforce is female. Male employees make up the remaining 39.1% of the respondents. Based on the study's sexual distribution, it can be deduced that the Lands Commission's workforce is predominantly composed of women. This suggests that women are typically more compassionate, which is why

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they like to work in administrative settings and are thought to be the ideal candidates for the portfolio. Based on the age distribution of the workers polled, 44.5 percent of the respondents were between the ages of 31 and 45. The people under 30 (29.8%) and those between the ages of 46 and 60 (24.4%) come next. 1.3% of the remaining people are older than 61.

The age range distribution suggests that, despite a relatively large percentage (24.4%) being over 46, the Lands Commission's employment composition is youthful. Based on their educational qualifications, all of the workers have completed formal schooling, with the majority of respondents (50.8%) having a degree as their highest educational credential to date. 13.4% of respondents held a master's degree, compared to 27.7% who held an HND. Eight per cent of the responders do not possess a PHD. These findings demonstrate that to increase the Lands Commission's operational effectiveness, management needs to leverage the talent within the workforce and make the most of their respective knowledge, skills, and talents. It is praiseworthy to create programmes for professional improvement to guarantee that employees' educational status is upgraded.

In that regard, worthy employees should receive equal opportunities and support. According to the respondents' staff ranking, 68.1 per cent of them are junior employees, and the remaining 31.9% are senior employees. The fact that individuals at the operational level are usually larger than those at the tactical and strategic levels, in that order, actually represents the natural hierarchy of a typical functional organisation. Based on their work experience, 40.4% of the respondents

have fewer than ten years of work experience. Once more, the study reveals that 27.0% of the employees have worked for five to ten years, and 27.0% have worked for ten to fifteen years. Of the respondents, 19.1% have worked for 15–20 years, while 8.5% have worked for more than 20 years. The respondents' sufficient job experience puts them in a better position to offer accurate and trustworthy information that will be necessary to ensure the study's success.

Objective One: Investigate the HRMIS at the Lands Commission

The study's initial goal, which looked at the Lands Commission's requirement for HRMIS, is the subject of this part. The means (M) and standard deviation (SD) were used to descriptively measure the responses to determine the need for HRMIS at the Lands Commission. Because the standard deviation displayed the diversity in replies to each item, and the mean displayed the average responses to each, the mean was utilised. Additionally, a seven-point numerical scale was used to measure the replies to the items, with one (1) denoting the least amount of agreement and seven (7) denoting the highest level. The established midpoint on a scale from one (1) to seven (7) is 3.9; a mean score below this mark is considered to be at the lowest degree of agreement, while a mean score above this point is considered to be at the highest level of agreement.

Wan, Wang, Liu, and Tong (2014) state that whenever measures of central tendency are calculated, the measure of variation must also be computed. Every variation can be compared to the variations of other items under the same construct, but there is no threshold for acceptable variation. As indicated in the tables below, the study employed many metrics to analyse the requirement for HRMIS at the

Lands Commission. The operational, tactical, and strategic HRMIS effectiveness was examined in this study. After applying the descriptive statistics, the results are shown in Tables 5, 6, and 7.

Table 5: Operational Effectiveness

Statement	Mean	Std. Deviation
Our organization has a clear understanding of its operational goals.	4.0223	1.97547
Our operational processes are efficient and streamlined	4.4201	1.94469
Our employees are well-trained and equipped to carry out their operational tasks	4.5316	1.82129
Our operational performance is consistently meeting or exceeding our goals	4.3197	1.84118
Our operational processes are flexible and adaptable to changing circumstances	4.3271	1.81742
Our operations are aligned with our overall organizational strategy	4.3234	1.62893
We have a strong focus on customer satisfaction in our operations	4.4126	1.80711
We use data effectively to track and improve our operational performance	4.3197	1.78771

Source: Field Survey (2023)

According to Table 5, all of the items used to gauge the respondents' wage information were accepted. For example, they strongly agreed (M=4.02; SD=1.98) that their organisation understands its operational aims. Additionally, they have streamlined and effective operational procedures (M=4.42, SD=1.94).

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Additionally, their staff members possess the necessary tools and training to perform their operational duties (M=4.53: SD=1.82). Similarly, their operational performance (M=4.32; SD=1.84) continuously meets or surpasses our objectives. Finally, their operations are in line with our overall organisational strategy (M =4.32; SD =1.63), they have a high focus on customer satisfaction in our operations (M =4.41; SD =1.81), and their operational processes are flexible and adaptive to changing situations (M =4.33; SD =1.82). Once more, they track and enhance our operational performance with data efficiently (M =4.32; SD =1.79).

Table 6: Tactical Effectiveness

Statement	Mean	Std. Deviation
Our tactical plans are well-defined and aligned with our strategic goals	4.2416	1.57794
Our tactical decisions are based on sound data and analysis	4.4461	1.68007
Our tactical efforts consistently contribute to the achievement of our strategic objectives	4.5613	2.09142
We effectively allocate resources to execute our tactical plans	4.6171	1.77625
We regularly monitor and evaluate the progress of our tactical initiatives	4.7435	1.86414
We are quick to adapt our tactical plans to changing circumstances	4.7584	1.75484
We effectively communicate our tactical plans and decisions to stakeholders	4.7584	1.84400
We hold ourselves accountable for the outcomes of our tactical initiatives	4.6877	1.64961

Source: Field Survey (2023)

Their tactical efforts regularly help us reach our strategic goals, as Table 6 demonstrates (M = 4.24; SD = 1.58. They also distribute resources to carry out their

tactical plans in an efficient manner (M = 4.45; SD = 1.68). The participants reported that they consistently track and assess the advancement of our tactical endeavours (M = 4.56; SD = 2.10), proficiently convey our tactical strategies and determinations to interested parties (M = 4.62; SD = 1.78), and promptly modify their tactical plans in response to evolving situations (M = 4.74; SD = 1.86). Once more, respondents (M = 4.76; SD = 1.75) agreed that we should be responsible for the results of our tactical actions.

Table 7: Strategic Effectiveness

Statement	Mean	Std. Deviation
Our organization has a clear and well-defined strategic direction	4.6059	1.81436
Our strategic goals are aligned with our organization's mission and vision	4.8216	1.78032
Our strategic plan is effectively communicated and implemented across the organization	4.7398	1.56666
Our strategic decisions are based on sound data and analysis	4.7584	1.54931
Our strategic effectiveness contributes to our overall organizational success	4.6580	1.49693
We are committed to continuous improvement in our strategic effectiveness	4.6803	1.49440
We are satisfied with the level of strategic effectiveness in our organization	4.6097	1.54294
We have a strong understanding of our competitive landscape and market opportunities	4.2937	1.61823

Source: Field Survey (2023)

Table 7 revealed that the organisation has a distinct and well-defined strategic direction (M = 4.61; SD = 1.81) and that its strategic goals are in line with

its mission and vision (M = 4.82; SD = 1.78) for the strategic effectiveness variables. Furthermore, they believe that the organisation as a whole is successfully communicating and implementing the strategic strategy (M = 4.74; SD = 1.57). Additionally, they believe that the strategic direction of their company is well-defined and unambiguous (M = 4.61; SD = 1.81). Furthermore, the participants acknowledged that they are content with our organization's degree of strategic efficacy (M = 4.61; SD = 1.54).

Once more, their comprehension of our competitive environment and market prospects is high (M = 4.29; SD = 1.62). It was found that participants generally agreed that sound data and analysis form the basis of strategic decisions (M = 4.76; SD = 1.55) and that we are dedicated to continuously improving our strategic effectiveness (M = 4.68; SD = 1.49). According to Zafar (2012), HRMIS is now essential in addressing HR concerns in the technologically advanced organisational environment of today. According to Kavanagh and Morgan (2019), for human resource management (HRM) to be effective, it needs to be able to increase competitive advantage by giving employers access to sufficient and current data about their current workforce.

The study also showed how the development and application of HRMIS has, in part, enhanced the way that employee data is gathered as a result of the growth of information systems. HRMIS aids in the recoding and analysis of workers, documents, and organisational data, according to Aggarwal and Kapoor (2013). Gupta (2013) argued that certain considerations must be made in order to advance company transparency. These involve initiating infrastructure, facilities,

and equipment; managing technologies; managing financial, human, and technical resources; and generating knowledge on contemporary, inventive, and technical approaches as well as labour market aspects.

Gueutal and Stone (2015) also noted increases in productivity, emphasising that HRMIS considerably enhances revenue channels in addition to lowering costs and increasing productivity. Additionally, it expedites the process and fosters creativity, both of which improve the organization's services and goods. HRMIS has the potential to significantly alter how people establish relationships and teams through a variety of communication channels. According to Reddick (2019), HRMIS are instruments that businesses use to assist them in offering answers for a variety of problems and procedures related to the administration of human resources.

According to Moosakhani (2017), HRMIS plays a crucial role in helping people gain a comprehensive awareness of human resources rules and procedures. One important management tool, HRMIS, is used to identify gaps in the human resources systems and assess how effective the systems are in terms of policies, activities, and employee behaviour related to human resources. According to Ruël, Bondarouk, and Louise's (2014) study, organisations frequently decide to adopt information systems (IS) after implementing enterprise resource planning (ERP) successfully. ERP was designed to improve the decision-making process overall. Tornatzky and Klein (2018) argue that HRMIS can provide strategic information management for an organisation in addition to day-to-day operational functions.

Data gathered from the implementation of HRMIS can be used as a tool for management decision-making.

As a result, businesses may predict the results of their complete company operations by using HRMIS appropriately. Empirical support was provided by studies like Lievens and Harris (2013), McClelland (2015), and Nuasair and Parsa (2017), which acknowledged the function of HRMIS in assisting with strategic decision-making. In support of this claim, Lower and Mohrman (2021) noted that the implementation of HRMIS in a variety of organisational contexts has resulted in sustainable growth, particularly in those places where HR management does not play a strategic role.

Objective Two: Examine the Influence of HRMIS on organisational performance at the Lands Commission

The goal of the study was to gauge how HRMIS affected the Lands Commission's organisational performance. To offer the foundation for a comprehensive approach to data analysis, a composite variable was created for organisational performance (the dependent variable) and HRMIS, which consists of operational effectiveness, tactical effectiveness, and strategic effectiveness (the independent variable). In this case, the Model Summary, the ANOVA, and the Coefficient were the most noteworthy findings. Tables 8, 9, and 10 present the results.

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Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775[a]	.601	.588	.53541

a. Predictors: (Constant), Operational Effectiveness, Tactical Effectiveness and Strategic Effectiveness

Source: Field Survey (2023)

According to the model summary results, there was a positive connection (r=0.775) between the organisational performance at the Lands Commission and the predictors (HRMIS). This suggests that better HRMIS levels offered to employees by their employers will boost organisational performance, while worse HRMIS levels offered to employees by their employers would result in worse organisational performance. It follows that when HRMIS improves, the Lands Commission's organisational performance will likewise rise. It is important to keep in mind that this does not imply a causal relationship between HRMIS and Lands Commission organisational performance.

The most widely used impact size metric in path models is the r-square (Garson, 2016). Moreover, Garson (2016) and Hock and Ringle (2006) suggested the following tentative cut-off points for characterising R-square: Outcomes exceeding 0.67 (Major), 0.33 (Moderate), and 0.19 (Weak). The coefficient of determination, or r-square, indicates how much of a change in the dependent variable can be explained by variations in the model's predictors. Upon careful examination of the data, it was shown that HRMIS was responsible for 60.1% of

the positive variance in the Lands Commission's organisational performance (r-square=0.601).

Thus, only HRMIS (as measured by operational effectiveness, tactical effectiveness, and strategic effectiveness) accounts for a moderate improvement in the organization's performance at the Lands Commission, given all the other factors affecting it. Aside from HRMIS, other variables not included in the model also contribute to the remaining 39.9% variation in the Lands Commission's organisational performance. It would also be possible to investigate those issues through additional research. This result demonstrates that the empirically based claim that HRMIS enhances organisational performance is backed by several independent studies (Ogohi, 2019; Adam, Ogolla & Maore, 2017; Marler & Fisher, 2013; Abomeh & Iheabunike, 2013; Khan, Khan & Khan, 2011).

Table 9: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	112.120	8	14.015	48.890	.000[b]
	Residual	74.532	260	.287		
	Total	186.652	268			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Operational effectiveness, tactical effectiveness and strategic effectiveness

Source: Field Survey (2023)

The information provided by the ANOVA findings aids in substantiating whether or not changes in the model's predictors are indeed responsible for changes in the dependent variable. A careful examination of the results reveals that the 60.1% positive variance in the organisational performance is attributable to the model's organisational performance (p=0.0000: p<0.05) and the predictors' joint scientific interaction, proving that the change in the Lands Commission's organisational performance is not the result of random chance. Put another way, it may be said that giving employees access to HRMIS can forecast an improvement in their performance within the company.

Thus, it implies that management can have a positive impact on the performance of the business by making sure that workers have access to HRMIS on the important HRMIS metrics taken into account in this research. Additionally, it makes sense for management to keep the Lands Commission workers motivated and engaged because HRMIS enhances their performance capabilities. The opinions expressed by some earlier empirical studies (Ogohi, 2019; Adam, Ogolla & Maore, 2017; Marler & Fisher, 2013; Abomeh & Iheabunike, 2013; Khan, Khan & Khan, 2011) that HRMIS provision could enhance employees' and the organization's overall performance are collectively reflected in these findings.

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Table 10: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.552	.215		7.224	.000
	Operational Effectiveness	.178	.047	.293	3.753	.000
	Tactical Effectiveness	.308	.035	.601	8.889	.000
	Strategic Effectiveness	.217	.026	.334	8.290	.000

a. Dependent Variable: Organisational performance

Source: Field Survey (2023)

The study also aimed to evaluate the predictors' (HRMIS indicators') contributions to the statistically significant but moderate improvement in the Lands Commission's organisational performance. When the contributions of the other variables in the model were statistically controlled for, it was found that the respondents who received tactical effectiveness made the strongest statistically significant positive contribution (Beta=.308: p=0.000: p<0.05) to predicting the positive variance in organisational performance. When the contributions of the other variables in the model were statistically controlled for, it was found that

strategic effectiveness made the next strongest statistically significant positive contribution (Beta=.217: p=0.000: p<0.05) to predicting the positive variance in organisational performance.

When the contributions of the other variables in the model were statistically controlled for, it was found that operational effectiveness made the next strongest statistically significant positive contribution (Beta=.171: p=0.000: p<0.05) to predicting the positive variance in the organisational performance. This result demonstrates that the empirically based claim that HRMIS enhances organisational performance is backed by some independent studies (Ogohi, 2019; Adam, Ogolla & Maore, 2017; Marler & Fisher, 2013; Abomeh & Iheabunike, 2013; Khan, Khan & Khan, 2011).

Objective Three: Identify the Challenges Hindering the Adoption of HRMIS at the Lands Commission

The study also attempted to evaluate the obstacles to the Lands Commission's adoption of HRMIS in light of the types of HRMIS that have been paid for and put into place. Respondents were asked how much they agreed that they had issues with HRMIS use at the Lands Commission. After applying the descriptive statistics, Table 11 presents the results.

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Table 11: Challenges Hindering the Adoption of HRMIS

Statement	Mean	Std. Deviation
The high cost of implementing and maintaining an HRMIS is a major obstacle to adoption	5.2268	1.84994
The complexity of integrating an HRMIS with existing systems and processes poses a significant	5.4089	1.74388
Resistance to change from employees and managers hinders the adoption of HRMIS	3.3903	1.88673
The lack of clear benefits and return on investment (ROI) for HRMIS implementation makes it difficult to justify the expense	3.7026	2.04630
Data security and privacy concerns related to HRMIS implementation are a major deterrent for organizations	5.5502	1.72835
The lack of proper training and support for HRMIS users impedes its adoption	5.5130	1.55401
The inflexibility and lack of customization options in many HRMIS solutions make them difficult to adapt to specific organizational needs	3.8178	1.50382
The fragmented nature of HR data across different systems and sources makes it challenging to integrate with an HRMIS	4.8625	1.54039
The lack of executive sponsorship and support for HRMIS implementation can lead to failure	4.9480	1.66311
Unrealistic expectations and timelines for HRMIS implementation can lead to disappointment and frustration	5.7026	1.60015

Source: Field Survey (2023)

Table 11 revealed that the participants highly agreed that the complexity of

integrating an HRMIS with current systems and processes poses a significant

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barrier to adoption (M = 5.41; SD = 1.74) and that the high cost of implementing and maintaining an HRMIS is a major obstacle to adoption (M = 5.23; SD = 1.85). The fragmented nature of HR data across various systems and sources makes it difficult to integrate with an HRMIS (M = 4.86; SD = 1.54). Data security and privacy concerns related to HRMIS implementation are also a major deterrent for organisations (M = 5.55; SD = 1.73). Lack of proper training and support for HRMIS users impedes its adoption (M = 5.51; SD = 1.55). Furthermore, respondents strongly agreed that unreasonably high expectations and deadlines for HRMIS adoption might cause disappointment and dissatisfaction (M = 5.70; SD = 1.60) and that a lack of executive sponsorship and support for HRMIS implementation can result in failure (M = 4.95; SD = 1.66).

The participants disagreed, however, on the following points: lack of ROI and clear benefits for HRMIS implementation makes it difficult to justify the expense (M = 3.70; SD = 2.05); inflexibility and lack of customisation options in many HRMIS solutions make them difficult to adapt to specific organisational needs (M = 3.82; SD = 1.50); and resistance to change from managers and employees hinders the adoption of HRMIS (M = 3.39; SD = 1.89). The adoption of HRMIS is hampered, according to a study by Schuler, Dolan, and Jackson (2019), by the high implementation and maintenance expenses that businesses find unaffordable.

According to Kanake (2016), organisations' reluctance to break with tradition, a lack of qualified staff, high maintenance costs, and resistance to switching from manual to automated systems are some of the issues that arise when

using HRMIS for service delivery. Planning is a crucial step in the adoption of HRMIS, according to Kagehi's (2015) research on the difficulties in implementing HRMIS in Lesotho organisations. Ahmad and Khurram (2014) note that some organisational departments struggle to make tactical decisions based on the information provided and that organisations are unable to shift from their outdated cultures. They also note that interpreting the reports produced by HRMIS can be challenging.

According to Weeks (2013), the main obstacles faced by HRMIS users include inadequate planning and procedures, a lack of support mechanisms, and incompatibility with other internal systems due to employee-deemed confusing interfaces. Similarly, Chapman and Webster (2013) advertise that obtaining senior management's full support and commitment is one of the biggest obstacles to an organization's systems succeeding. Other challenges include managing the complexity and functionality of the system, managing resources needed for upgrades, gaining user acceptance, particularly from key managers and staff, and managing changes that come with the introduction of a new or upgraded system. Hagan, Lotsu Ernest, Hodowu, and Abaka-Yawson's (2012) study highlighted many obstacles, including a lack of management support, that prevent organisations from implementing HRMIS.

Chapter Summary

An introduction describing the goals and the methodology including the distribution of questionnaires opens the chapter. 333 questionnaires in total. According to the research, women make up 60.9% of the Lands Commission's

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workforce. The age breakdown shows that 44.5% of respondents are between the ages of 31 and 45. The majority of respondents (50.8%) have a degree, followed by an HND (27.7%), a master's degree (13.4%), a Ph.D. (8.0%), or a professional certification. Senior personnel make up 31.9% of the workforce, compared to 68.1% of junior staff. In terms of years of employment, 40.4% have less than ten, 27.0% have ten to fifteen, 19.1% have fifteen to twenty, and 8.5% have more than twenty years. The chapter addresses the research objectives and offers a thorough summary of the study's findings. The findings show that HRMIS and organisational success are positively correlated, with tactical effectiveness having the most impact. An assessment was conducted on the obstacles impeding the Lands Commission's use of HRMIS. The high cost of implementation and upkeep, the difficulty of integrating with current systems, worries about data security, a lack of support and training, and irrational expectations are among the problems that respondents strongly agreed to be present.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The goal of the study was to look into the Lands Commission's organisational performance and human resource management information system. Details about the conclusions and discussions were given in the previous chapter. Information on the important findings summary, the conclusions reached about the particular research objectives, and the study-related recommendations are provided in this chapter.

Summary of the Study

The goal of the study conducted at the Lands Commission was to fully explain the need for Human Resource Management Information Systems (HRMIS), assess how they affect organisational performance, and pinpoint the challenges that lie ahead for their adoption. The investigation into the requirement for HRMIS revealed that the organisation was performing well in terms of operational, tactical, and strategic aspects. The operating procedures were found to be effective, focused on achieving customer happiness, and compliant with strategic goals. The strategic objectives were consistently met as a result of the tactical efforts, and the effectiveness of the overall plan was demonstrated by the goals' alignment, clear strategic direction, and effective communication.

Summary of Key Findings

The research employed a composite variable to evaluate the influence of HRMIS on organisational success, taking into account operational, tactical, and strategic effectiveness. A substantial positive correlation was found in the model

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summary, with HRMIS accounting for 60.1% of the positive variation in organisational performance. The findings of the ANOVA provide more proof, highlighting the significant influence of the scientific interaction between predictors on the good improvements that were found. The tactical efficacy was the most notable positive element, and it was closely followed by the strategic and operational effectiveness. These results are in line with earlier studies that back up the idea that HRMIS positively impact organisational success.

Lastly, the study looked at the barriers preventing the Lands Commission from using HRMIS. Important obstacles were noted, such as the high expenses of setup and upkeep, the challenge of system integration, worries about data security, and inadequate training. It was also acknowledged that excessive expectations, a lack of executive support, and reluctance to change existed. These difficulties are a reflection of more significant problems discussed in the literature about the implementation of HRMIS in diverse organisational settings.

Conclusions

The study included a thorough examination of the HRMIS and organisational performance. Their relationships were investigated, evaluated, and documented. Significant data from the investigation led to a definitive conclusion. In the operational, tactical, and strategic domains, the Lands Commission's assessment of the necessity for HRMIS produced encouraging results. The high level of agreement was attributed to operational efficiency, which was demonstrated by staff readiness, a decreased number of protocols, and a thorough understanding of the objectives. Positive outcomes were also evidenced by the

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tactical effectiveness, which was typified by clearly defined plans and good resource allocation. The strategic dimension demonstrated a high degree of satisfaction with strategy effectiveness and excellent alignment with corporate aims. These results confirm that the company is prepared to use HRMIS.

HRMIS predictors and organisational performance showed a substantial positive connection (r=0.775), according to the model summary. According to the study, HRMIS significantly improved organisational performance, contributing to a noteworthy 60.1% gain. The idea that HRMIS improves performance is supported by this. The most important factor was tactical efficacy, closely followed by strategic and operational efficacy. The ANOVA analysis provided additional evidence of the HRMIS's substantial influence on organisational performance. The study looked into the challenges that prevent HRMIS from being used, and it found problems including high implementation costs, difficult integration processes, and weak data security. Notable challenges were found, such as executive support deficits, change aversion, and irrational expectations. On the other hand, there was the least level of agreement among the participants about the inflexibility of HRMIS solutions, challenges in articulating benefits, and opposition to change. These problems are consistent with the larger body of research on HRMIS adoption, which highlights the necessity of addressing organisational, technological, and financial difficulties.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

It is recommended that management and employees place a high priority on operational flexibility, effective communication of strategic objectives, and ongoing improvement. The examination of tactical effectiveness underscored the significance of coordinating plans with strategic goals and providing resources for effective communication, oversight, and adaptability. All of the interviewees agreed that their tactical efforts often aided in achieving strategic objectives. The results on strategic effectiveness underscored the importance of possessing a well-defined strategic direction, good communication, and a commitment to continuous improvement. Developing a thorough understanding of the competitive landscape, aligning operational goals with organisational objectives, and fortifying communication channels are some recommendations. According to the model summary, there is a substantial positive correlation between HRMIS and organisational performance, accounting for 60.1% of the positive variation. Tactical efficacy was the most important factor, and operational and strategic efficacy were not far behind. Some concrete recommendations include prioritising investments that improve tactical effectiveness, recognising the positive effects of HRMIS on organisational performance, and encouraging ongoing management support.

The introduction of HRMIS was hindered by numerous problems, such as worries about data security, integration difficulties, economic ramifications, and resistance to change. It is recommended that the management of the Lands Commission should look into more affordable options, develop change management plans, be transparent about data security concerns, and guarantee the

backing and participation of senior management. The Lands Commission stands to gain a great deal from the deployment of HRMIS in terms of operational, tactical, and strategic effectiveness, which will ultimately translate into improved organisational performance. The suggestions made provide doable tactics to address particular problems and seize the opportunities outlined for the growth and success of the company.

Suggestions for Further Research

Future research should thoroughly examine every aspect of operational success, including goal comprehension, efficiency, and personnel training, to pinpoint precise areas for enhancement and targeted interventions. To gain an understanding of how employees perceive and experience operational, tactical, and strategic effectiveness, a qualitative study should be carried out. Further studies can also explore the possible influence of these viewpoints on the overall requirement of HRMIS. Comparing the Lands Commission's findings with those of other similar establishments that have successfully employed HRMIS can also be done. To find the best practices and insightful information that can help direct the Lands Commission's implementation plan, more research needs to be done.

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APPENDIX A

UNIVERSITY OF CAPE COAST

COLLEGE OF DISTANCE EDUCATION

QUESTIONNAIRE

Dear Sir/Madam

I am an MBA student researching *how human resource management information systems affect the organisational performance of the Lands Commission of Ghana*. This is purely an academic exercise and you are assured of concealment of the information you will provide. Your candid opinion is keenly needed; therefore, you are entreated to complete this questionnaire to promote the success of this exercise. Your responses will be treated as confidential. Thank you.

Instructions: Kindly tick (✓) or write where appropriate

Section A: Demographics

1. Sex a. Male [ ] b. Female [ ]
2. Age a. Below 30 years [ ] b. 31-45 years [ ] c. 46-60 years [ ] d. Above 61 years [ ]
3. Educational Level of Respondents a. HND [ ] b. Degree [ ] c. Masters [ ] d. PHD [ ] e. Professional [ ]
4. Work experience a. Senior staff [ ] b. Junior staff [ ]
5. Work experience   a. 0-10 years [ ] b. 10-15 years [ ] c. 15-20 years [ ] d. Above 20years [ ]

Section B: Human Resource Management Information System

6. To what extent do you agree with the following statements?

   Where: *1= Least agreement; 2= Slight agreement; 3= Little agreement; 4= Moderate agreement; 5= High agreement; 6= Higher agreement; 7= Highest agreement*

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No	Operational Effectiveness	1	2	3	4	5	6	7
1	Our organization has a clear understanding of its operational goals							
2	Our operational processes are efficient and streamlined							
3	Our employees are well-trained and equipped to carry out their operational tasks.							
4	Our operational performance is consistently meeting or exceeding our goals							
5	Our operational processes are flexible and adaptable to changing circumstances							
6	Our operations are aligned with our overall organizational strategy.							
7	We have a strong focus on customer satisfaction in our operations							
8	We use data effectively to track and improve our operational performance							
	Tactical Effectiveness							
1	Our tactical plans are well-defined and aligned with our strategic goals							
2	Our tactical decisions are based on sound data and analysis							
3	Our tactical efforts consistently contribute to the achievement of our strategic objectives							
4	We effectively allocate resources to execute our tactical plans							
5	We regularly monitor and evaluate the progress of our tactical initiatives							
6	We are quick to adapt our tactical plans to changing circumstances							
7	We effectively communicate our tactical plans and decisions to stakeholders							
8	We hold ourselves accountable for the outcomes of our tactical initiatives							
	Strategic Effectiveness							
1	Our organization has a clear and well-defined strategic direction							
2	Our strategic goals are aligned with our organization's mission and vision							
3	Our strategic plan is effectively communicated and implemented across the organization							

4	Our strategic decisions are based on sound data and analysis							
5	Our strategic effectiveness contributes to our overall organizational success							
6	We are committed to continuous improvement in our strategic effectiveness							
7	We are satisfied with the level of strategic effectiveness in our organization							
8	We have a strong understanding of our competitive landscape and market opportunities							

Section C: Organisational Performance

7. To what extent do you agree with the following statements?

Where: *1= Least agreement; 2= Slight agreement; 3= Little agreement; 4= Moderate agreement; 5= High agreement; 6= Higher agreement; 7= Highest agreement*

No	**Quality Control-Based**	1	2	3	4	5	8	7
1	There are few scraps in this organisation							
2	Defects rate is low in this organisation							
3	There are minimal return orders in this organization							
4	There are few reworks in this organisation							
	Internal Efficiency-Based							
1	There is high inventory turnover in this organization							
2	There is always on-time production in this organization							
3	There is high manufacturing cycle efficiency in this organisation							
4	Product development time is short in this organization							
5	There is high-capacity utilisation in this organization							
6	There are few wastages in this organization							
	Innovation and Learning							
1	There is rigorous innovation in this organization							
2	The organisation quickly takes advantage of opportunities							

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3	The organisation is willing to experiment with new ideas							
4	The organisation continuously searches out for new technologies, processes and product ideas							
5	The organisation generates creative ideas							

Section D: Challenges Hindering the Adoption of HRMIS

8. To what extent do you agree with the following statements?

   Where: *1= Least agreement; 2= Slight agreement; 3= Little agreement; 4= Moderate agreement; 5= High agreement; 6= Higher agreement; 7= Highest agreement*

No		1	2	3	4	5	8	7
1	The high cost of implementing and maintaining an HRMIS is a major obstacle to adoption							
2	The complexity of integrating an HRMIS with existing systems and processes poses a significant							
3	Resistance to change from employees and managers hinders the adoption of HRMIS							
4	The lack of clear benefits and return on investment (ROI) for HRMIS implementation makes it difficult to justify the expense							
5	Data security and privacy concerns related to HRMIS implementation are a major deterrent for organizations							
6	The lack of proper training and support for HRMIS users impedes its adoption							
7	The inflexibility and lack of customization options in many HRMIS solutions make them difficult to adapt to specific organizational needs							
8	The fragmented nature of HR data across different systems and sources makes it challenging to integrate with an HRMIS							
9	The lack of executive sponsorship and support for HRMIS implementation can lead to failure							
10	Unrealistic expectations and timelines for HRMIS implementation can lead to disappointment and frustration							

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