

**HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEMS AND
ORGANIZATIONAL PERFORMANCE: A CASE OF RED CROSS SOCIETY,
MUKONO**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR
OF HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

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**UGANDA CHRISTIAN
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DECLARATION

DECLARATION

I, Saida Charity Tiberious, declare that this dissertation titled "Human Resource Management Information Systems and Organizational Performance: A Case Study of Uganda Red Cross Society, Mukono" is my original work and has never been submitted to any university or institution of higher learning for any academic award.

The information obtained from other scholars has been fully acknowledged through citations and references.

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APPROVAL PAGE

Approval

This dissertation titled “**Human Resource Management Information Systems and Organizational Performance: A Case Study of Uganda Red Cross Society, Mukono**” has been submitted for examination with the approval of the undersigned as the University Supervisor.

Name of Supervisor: Linzie Thakka

Signature: 

Date: 11/05/2026.

DEDICATION

This dissertation is dedicated to my parents, family members, friends, and all those who supported me throughout my academic journey. Your encouragement, prayers, sacrifices, and guidance gave me the strength and determination to complete this study successfully.

I also dedicate this work to all students and researchers pursuing knowledge in the field of Human Resource Management.

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ABSTRACT

This study examined the influence of Human Resource Management Information Systems (HRMIS) on organizational performance at Uganda Red Cross Society, Mukono. The study was guided by three objectives which included examining the effect of HRMIS on recruitment efficiency, assessing the influence of HRMIS on staff development and training effectiveness, and evaluating the impact of HRMIS on organizational performance in terms of efficiency, productivity, and service delivery. The study adopted both qualitative and quantitative research approaches using questionnaires and interviews as data collection methods.

The findings of the study revealed that HRMIS significantly improves recruitment efficiency through faster processing of employee information, improved record management, and enhanced decision-making. The study further established that HRMIS positively influences staff development by improving performance appraisal, training coordination, and employee monitoring. In addition, the study found that HRMIS has a strong positive effect on organizational performance through improved efficiency, productivity, communication, and service delivery. Correlation and regression analysis confirmed that HRMIS variables significantly influence organizational performance.

The study concluded that HRMIS is an important strategic tool that contributes significantly to organizational performance when effectively implemented and utilized. However, challenges such as inadequate employee training, technical failures, and limited technical support affect the full utilization of the system. The study therefore recommended continuous employee training, strengthening technical support, improving HRMIS infrastructure, promoting positive attitudes towards technology, and enhancing data security within organizations.

CHAPTER ONE

GENERAL INTRODUCTION

1.0. Introduction

This study investigated the Human resource management information system and organizational performance at Uganda red cross society, Mukono. The independent variable in this study was Human Resource Management Information System that are alleged to influence or affect the dependent variable. The dependent variable in this study was organizational performance which refers to the effectiveness and efficiency with which the Uganda Red Cross Society in Mukono achieves its objectives, particularly in relation to how well it uses its human, financial, and physical resources. This chapter consists of the background to the study, statement of the problem, purpose of the study, objectives of the study, Research questions, scope of the study, justification of the study, and significance of the study.

1.2. Background to the Study

1.2.1 Historical Background

The evolution of Human Resource Management Information Systems (HRMIS) can be traced back to the early development of information systems in organizations during the 1960s and 1970s. Initially, organizations relied heavily on manual methods for managing employee records, payroll processing, and recruitment activities. These traditional systems were time-consuming, prone to errors, and inefficient in handling large volumes of employee data. With the advancement of computer technology in the 1980s and 1990s, organizations began to adopt computerized Human Resource Information Systems to improve data management and administrative efficiency (Ball, 2001).

Globally, HRMIS has evolved from simple data storage systems to comprehensive digital platforms that support strategic human resource functions such as talent management, performance appraisal, and workforce planning. In developed countries, organizations increasingly integrated HRMIS into their overall management information systems to improve decision-making and organizational productivity (Ngai & Wat, 2006).

In developing countries, including Uganda, the adoption of HRMIS has been relatively gradual due to factors such as limited technological infrastructure, high implementation costs, and inadequate technical expertise. However, the rapid advancement of information technology and the growing need for efficient human resource management have encouraged many organizations to adopt HRMIS to enhance operational efficiency and organizational performance (Armstrong, 2019).

The Uganda Red Cross Society, like many other organizations in Uganda, has gradually embraced technological solutions to improve human resource

management processes. The implementation of HRMIS in such organizations aims to improve

employee data management, streamline recruitment processes, and enhance organizational performance through efficient human resource management.

1.2.2 Theoretical Background

This study is guided by the **Technology Acceptance Model (TAM)** developed by Fred Davis in 1989. The model explains how users come to accept and use new technologies within organizations. According to TAM, the adoption of a technological system depends largely on two key factors: perceived usefulness and perceived ease of use.

Perceived usefulness refers to the extent to which an individual believes that using a particular system will enhance their job performance. In the context of Human Resource Management Information Systems, employees and managers are more likely to adopt HRMIS if they believe it will improve efficiency in HR processes such as recruitment, training, payroll management, and employee performance evaluation.

Perceived ease of use refers to the degree to which individuals believe that using the system will be free from effort. If the HRMIS system is user-friendly and accessible, employees are more likely to utilize it effectively in performing their duties.

The Technology Acceptance Model is relevant to this study because it explains how the adoption and utilization of HRMIS can influence the effectiveness of human resource management practices and ultimately affect organizational performance. When employees accept and effectively use HRMIS, organizations can benefit from improved efficiency, better decision-making, and enhanced productivity.

1.2.3 Contextual Background

In the contemporary organizational environment, the effective management of human resources is essential for achieving organizational goals and maintaining competitive advantage. Organizations increasingly rely on technological systems such as Human Resource Management Information Systems to improve efficiency, accuracy, and accessibility of human resource information (Armstrong, 2019).

HRMIS integrates various human resource functions including recruitment, employee data management, performance appraisal, training and development, and payroll administration. These systems enable organizations to store and process employee information efficiently, thereby supporting strategic decision-making and improving overall organizational performance.

In Uganda, several organizations have started implementing HRMIS as part of their efforts to modernize administrative processes and improve service delivery. However, despite the increasing adoption of these systems, many organizations still face challenges such as inadequate training, limited technological infrastructure, and resistance to change.

The Uganda Red Cross Society, a humanitarian organization operating in Mukono District and other parts of the country, plays a critical role in delivering emergency and community support services. Effective management of its workforce is essential for achieving its humanitarian mission. The adoption of HRMIS within the organization is intended to improve the efficiency of human resource operations and enhance overall organizational performance.

1.2.4 Conceptual Background

Human Resource Management Information System (HRMIS) refers to a computerized system designed to collect, store, manage, and analyse information related to human resources within an organization. HRMIS supports various human resource functions such as recruitment, employee records management, training and development, performance evaluation, and payroll processing (Armstrong, 2019).

Organizational performance, on the other hand, refers to the extent to which an organization effectively and efficiently achieves its objectives. It can be measured through indicators such as employee productivity, operational efficiency, service delivery quality, and overall organizational effectiveness.

The relationship between HRMIS and organizational performance is based on the assumption that the effective use of HRMIS improves the efficiency of HR processes, enhances decision-making, and supports better workforce management. When HRMIS is properly implemented and utilized, organizations can reduce administrative workload, improve data accuracy, and increase employee productivity.

Therefore, this study examines how the adoption and utilization of HRMIS influence organizational performance at the Uganda Red Cross Society in Mukono District.

1.3. Statement of the Problem

In modern organizations, the adoption of Human Resource Management Information Systems (HRMIS) is expected to enhance the efficiency and effectiveness of human resource management operations. Ideally, HRMIS streamlines key HR functions such as recruitment, employee data management, performance evaluation, and training administration. This enables organizations to improve decision-making,

reduce administrative workload, and ultimately enhance organizational performance (Michael Armstrong, 2019; E. W. T. Ngai & F. K. T. Wat, 2006).

However, in many organizations, particularly in developing countries, the implementation of HRMIS has not fully achieved these expected benefits. Studies indicate that organizations often face challenges such as inadequate technical skills, poor system integration, limited technological infrastructure, and resistance to change, which hinder effective utilization of HRMIS. Consequently, some organizations continue to rely on manual systems despite having adopted HRMIS, thereby limiting its potential impact on performance (E. W. T. Ngai & F. K. T. Wat, 2006; Kathy Ball, 2001).

At the Uganda Red Cross Society in Mukono, HRMIS has been introduced to improve human resource management processes. Despite this adoption, there is limited empirical evidence to demonstrate whether the system has significantly improved organizational performance. Issues related to system utilization, staff training, and technological support may be affecting its effectiveness, which raises concerns about whether the organization is fully benefiting from the system.

This situation creates a gap between the expected benefits of HRMIS and the actual performance outcomes within the organization. If this gap is not addressed, the organization may continue to experience inefficiencies in HR operations and fail to fully realize the benefits of technological investment. Therefore, this study seeks to examine the relationship between Human Resource Management Information Systems and organizational performance at the Uganda Red Cross Society, Mukono.

1.4. Purpose of the Study

The primary purpose of this study on Human Resource Management Information System (HRMIS) and Organizational Performance at Uganda Red Cross Society

(URC), Mukono is to examine the impact of HRMIS on enhancing organizational performance (. Specifically, the study aims to investigate how the implementation of HRMIS influences efficiency, effectiveness, and decision-making within human resource management processes, such as recruitment, employee development, and exit management. As organizations across the world embrace technological solutions to streamline their operations, HRMIS has been recognized as a critical tool in improving organizational outcomes. Studies have shown that HRMIS significantly contributes to better human resources management and improves organizational efficiency by 30-40% . This research will provide valuable insights into whether similar benefits are realized within URC Mukono, a key organization in Uganda's humanitarian sector.

1.5. Objectives of the Study

1. To examine the effect of Human Resource Management Information Systems on recruitment efficiency at Uganda Red Cross Society, Mukono.
2. To assess the influence of Human Resource Management Information Systems on staff development and training effectiveness at Uganda Red Cross Society, Mukono.
3. To evaluate the impact of Human Resource Management Information Systems on organizational performance in terms of efficiency, productivity, and service delivery at Uganda Red Cross Society, Mukono.

1.6. Research Questions

1. How does Human Resource Management Information Systems affect recruitment efficiency at Uganda Red Cross Society, Mukono?

2. What is the influence of Human Resource Management Information Systems on staff development and training effectiveness at Uganda Red Cross Society, Mukono?
3. How does Human Resource Management Information Systems impact organizational performance in terms of efficiency, productivity, and service delivery at Uganda Red Cross Society, Mukono?

1.7. Scope of the Study

Geographical Scope: This study will focus on the Uganda Red Cross Society (URC), specifically in the Mukono District. The research examines how the Human Resource Management Information System (HRMIS) deployed at URC Mukono influences organizational performance, particularly in improving efficiency in human resource management. HRMIS has been widely adopted in various sectors globally, with developed countries leading in utilization. In Uganda, the adoption of HRMIS is still growing, with organizations like the URC adopting it to streamline HRM processes (Ngai & Wat, 2006).

Content Scope: The study will focus on the following HRM functions at URC Mukono: recruitment, employee development, exit management, and the decisionmaking processes influenced by HRMIS. It will also assess the challenges faced in implementing and using

HRMIS at URC Mukono. HRMIS is widely recognized for its ability to improve HRM processes. For instance, in a global survey, 90% of organizations reported enhanced decision-making due to HRMIS implementation (Ball, 2001). However, in developing countries, challenges such as poor infrastructure and lack of training hinder its effectiveness

Time Scope: The study will cover the period from 2020 to 2024. This time frame is particularly significant due to the unexpected COVID-19 pandemic, which forced organizations worldwide, including URC Mukono, to rely more heavily on digital systems like HRMIS to maintain continuity in operations (Armstrong, 2019). This period offers insights into how the organization adapted to the pandemic and how HRMIS supported organizational performance during this challenging time.

1.8. Justification of the Study

The study on Human Resource Management Information System (HRMIS) and Organizational Performance at Uganda Red Cross Society (URC), Mukono is justified by several key factors:

As organizations increasingly adopt technology to streamline operations, HRMIS has emerged as a critical tool for improving human resource management. Globally, HRMIS is widely recognized for its ability to enhance HRM processes such as recruitment, training, employee performance management, and decisionmaking. Studies indicate that over 75% of organizations that have adopted HRMIS report improved operational efficiency (Ngai & Wat, 2006). This study will provide insights into the extent to which HRMIS contributes to organizational performance at URC Mukono and how it aligns with global trends.

While HRMIS adoption is widespread in the private sector, public sector organizations in developing countries, such as Uganda, have been slower to integrate these systems. This research was essential to understanding how HRMIS could be leveraged to enhance organizational performance in public service organizations like URC Mukono. It will explore the practical impact of HRMIS on efficiency, effectiveness, and HRM functions such as employee development and exit management. Evidence from a similar study showed that HRMIS implementation in

public sector organizations led to a 20% improvement in employee productivity and a 15% reduction in operational costs (Ball, 2001). This indicates the potential for similar outcomes at URC Mukono.

There is limited research on the impact of HRMIS on organizational performance in Ugandan institutions, particularly in the humanitarian sector. Most existing studies focus on the private sector, leaving a gap in understanding how HRMIS affects organizations like URC. According to Khashman and Al-Ryalat (2015), many developing countries lack empirical data on HRMIS usage, which hampers informed decisionmaking on its adoption. By conducting this study, the research would contribute to filling this gap, offering valuable insights to both academia and HRM professionals in Uganda and other developing nations.

The COVID-19 pandemic significantly accelerated the need for digital systems, including HRMIS, to maintain organizational performance amid restrictions and remote work environments. URC Mukono, like many other organizations, faced new challenges in managing human resources during this period. This study is timely, as it assessed how HRMIS helped URC navigate the pandemic's challenges, maintain operational continuity, and adapt to the "new normal." A study by Armstrong (2019) found that organizations with integrated HRMIS were 25% more likely to respond effectively to the disruptions caused by COVID-19. The findings of this research can guide other Ugandan organizations on how to better prepare for future crises by leveraging HRM technology.

The results of this study could be highly beneficial to policymakers, HRM professionals, and organizational leaders in Uganda. By examining how HRMIS affects organizational performance at URC Mukono, the research could provide actionable insights for improving HRM policies and systems across the public and private sectors. This can influence national decisions on promoting HRMIS adoption

and improving overall organizational performance. It is vital for organizations to align HRM strategies with broader organizational goals, as a McKinsey report found that organizations with well-aligned HRM systems were 30% more likely to achieve long-term success (McKinsey, 2020).

1.9. Significance of the Study

This study is important to several stakeholders. First, the findings will help the management of the Uganda Red Cross Society understand how HRMIS influences organizational performance and identify ways of improving human resource management processes.

Second, policymakers and government institutions such as the Ministry of Public Service may use the findings to improve strategies for implementing HRMIS in public sector organizations in Uganda.

Third, the study will contribute to the existing academic literature on Human Resource Management Information Systems and organizational performance, particularly within developing countries.

Finally, the research will serve as a reference for students and future researchers who may wish to conduct further studies related to HRMIS and organizational performance.

1.10. Conceptual Framework

**INDEPENDENT VARIABLE
VARIABLE**

DEPENDENT

Human Resource Management Information System

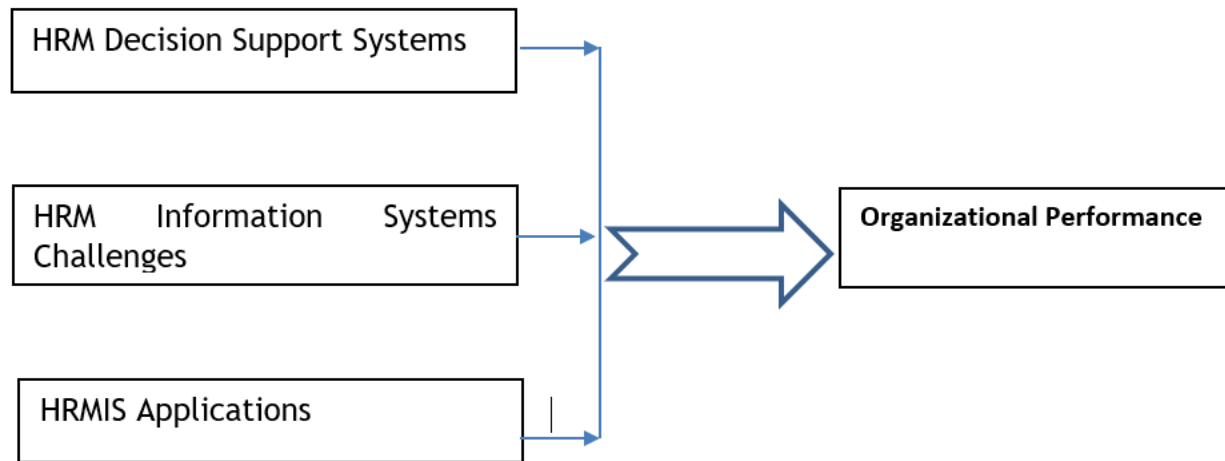


Figure 1.1: Conceptual Framework

Source: Adapted from Armstrong (2019) and Ngai & Wat (2006).

The conceptual framework in figure 1.1 above was built around the relationship between the Human Resource Management Information System (HRMIS) and organizational performance at the Uganda Red Cross Society, Mukono. It illustrates how the adoption and utilization of HRMIS impacts various dimensions of organizational performance. This framework serves as a visual representation of the key variables under investigation and the relationships between them.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a detailed review of literature related to psychological contracts and organizational commitment. It examines both theoretical and empirical perspectives on how relational and transactional psychological contracts influence employee commitment. The chapter discusses the major constructs of the study in depth, including their dimensions such as job security, fair treatment, rewards, career development, and trust. It further reviews literature based on the study objectives and concludes with a summary of key findings and gaps.

Psychological contracts are critical in shaping employee behavior because they define the expectations employees hold regarding what they should receive from their organization and what they are expected to give in return. These expectations significantly influence employee commitment, performance, and retention (Rousseau, 1995). Therefore, understanding the underlying dimensions of psychological contracts is essential in explaining employee commitment in organizations.

2.2 Theoretical Review

This study is guided by the **Psychological Contract Theory** developed by Rousseau (1995), which explains the implicit and unwritten expectations between employees and employers. Unlike formal contracts, psychological contracts are based on individual perceptions and beliefs about mutual obligations.

The theory emphasizes that employees enter organizations with expectations such as **job security, fair treatment, career growth, recognition, and supportive working**

conditions. In return, employers expect employees to demonstrate loyalty, commitment, and high performance. When these expectations are fulfilled, employees develop positive attitudes such as trust and commitment. However, when these expectations are violated, employees experience dissatisfaction, reduced morale, and decreased commitment.

Rousseau (1995) further distinguishes between **relational** and **transactional** psychological contracts. Relational contracts are long-term and emphasize emotional and social aspects such as trust, job security, and career development. Transactional contracts, on the other hand, are short-term and focus on economic exchanges such as salary and performance-based rewards.

This theory is relevant to the study because it explains how fulfilment or breach of these expectations influences employee commitment. For instance, failure to provide job security or fair treatment may weaken employee commitment, while provision of growth opportunities and recognition strengthens it.

2.3 Conceptual Review

2.3.1 Psychological Contract

A psychological contract refers to the unwritten expectations between an employee and the employer regarding mutual obligations (Rousseau, 1995). These expectations are not formally documented but are shaped by organizational policies, leadership behavior, and workplace experiences.

Psychological contracts consist of several key dimensions, which include:

Job Security

Job security refers to the employee's expectation that their job will be stable and protected over time. Employees who perceive high job security are more likely to

feel safe and valued within the organization. This stability encourages long-term commitment and reduces turnover intentions. Conversely, lack of job security creates uncertainty and anxiety, which negatively affects employee commitment.

Fair Treatment

Fair treatment involves the perception of equity, justice, and respect within the organization. Employees expect to be treated fairly in terms of workload distribution, promotion opportunities, disciplinary actions, and decision-making processes. According to organizational justice theory, fairness enhances trust and commitment, while perceived injustice leads to dissatisfaction and disengagement.

Rewards and Compensation

Employees expect fair and adequate compensation in return for their efforts. This includes salaries, bonuses, allowances, and other benefits. When employees perceive that rewards are aligned with their performance, they are more likely to be motivated and committed. However, inequitable or insufficient compensation may lead to dissatisfaction and reduced commitment.

Career Growth and Development

Employees expect opportunities for training, promotion, and professional development. Organizations that invest in employee growth demonstrate commitment to their workforce, which in turn fosters employee loyalty and longterm commitment. Lack of development opportunities often leads to stagnation and increased turnover.

Recognition and Support

Employees expect recognition for their contributions and support from management. Recognition can be in the form of praise, awards, or promotion. Support includes guidance, mentorship, and provision of resources necessary to perform tasks effectively. These factors enhance employee morale and commitment.

Work Environment

The psychological contract also includes expectations regarding a safe, supportive, and conducive work environment. A positive work environment enhances job satisfaction and commitment, while a toxic environment reduces morale and productivity.

Overall, the psychological contract is dynamic and evolves over time based on employee experiences. Its fulfilment strengthens employee commitment, while its breach weakens it.

2.3.2 Relational Psychological Contract

Relational psychological contracts are long-term in nature and emphasize emotional and social exchanges between employees and the organization (Rousseau, 1995).

These contracts are characterized by several key elements:

Trust

Trust is a fundamental component of relational contracts. Employees expect that the organization will act in their best interests and honour its commitments. Trust enhances cooperation, loyalty, and commitment.

Job Security

Relational contracts strongly emphasize job security. Employees believe that the organization will provide stable employment, which fosters long-term commitment and reduces turnover.

Career Development

Organizations are expected to provide continuous learning and career advancement opportunities. Employees who perceive growth opportunities are more likely to remain committed and engaged.

Fair Treatment and Respect

Employees expect to be treated with dignity and fairness. Respectful treatment strengthens the emotional bond between employees and the organization.

Work-Life Balance

Relational contracts often include expectations regarding flexibility and support for personal well-being. Organizations that support work-life balance tend to have more committed employees.

Relational psychological contracts promote **affective commitment**, where employees develop an emotional attachment to the organization. Employees go beyond their formal duties, demonstrating loyalty and organizational citizenship behavior.

2.3.3 Transactional Psychological Contract

Transactional psychological contracts are short-term and focus on economic exchanges (Rousseau, 1995).

Key elements include:

Salary and Financial Rewards

Employees expect monetary compensation in exchange for their labour. The relationship is primarily based on financial transactions.

Performance-Based Rewards

Rewards are tied directly to performance. Employees are motivated to meet targets in order to receive bonuses or incentives.

Limited Job Security

Unlike relational contracts, transactional contracts do not guarantee long-term employment. Employees are aware that their job security depends on performance or organizational needs.

Defined Roles and Responsibilities

The relationship is clearly defined with minimal flexibility. Employees perform specific tasks without expectations of additional support or emotional connection.

Short-Term Orientation

The focus is on immediate benefits rather than long-term growth or loyalty.

Transactional contracts mainly lead to **continuance commitment**, where employees remain in the organization due to financial benefits rather than emotional attachment. However, this type of commitment is weaker and more unstable.

2.3.4 Organizational Commitment

Organizational commitment refers to the level of attachment and loyalty an employee has towards their organization (Meyer & Allen, 1997).

It consists of three dimensions:

Affective Commitment

This is the emotional attachment an employee has to the organization. It is influenced by factors such as trust, recognition, fair treatment, and career development.

Continuance Commitment

This refers to commitment based on the cost of leaving the organization. Employees remain because of financial benefits, job security, or lack of alternatives.

Normative Commitment

This is the sense of obligation employees feel to stay with the organization. It is influenced by organizational culture, values, and ethical considerations.

Factors such as job security, fair compensation, supportive leadership, and career development significantly influence organizational commitment.

2.4 Review According to Objectives

2.4.1 Relational Psychological Contract and Employee Commitment

Relational psychological contracts significantly influence employee commitment by addressing socio-emotional needs.

Employees who experience **job security, fair treatment, recognition, and career growth** are more likely to develop strong emotional attachment to the organization

(Meyer & Allen, 1997). Trust plays a critical role, as employees who trust their organization are more committed and willing to contribute beyond their job requirements.

Research by Guest (2004) indicates that relational contracts enhance job satisfaction and organizational commitment. Employees are motivated to remain in organizations that invest in their well-being and development.

However, breach of relational contracts such as failure to provide promised promotions or fair treatment can severely damage trust and reduce commitment.

2.4.2 Transactional Psychological Contract and Employee Commitment

Transactional psychological contracts influence employee commitment primarily through financial incentives.

Employees are motivated by **salary, bonuses, and benefits**, which contribute to continuance commitment. However, since the relationship lacks emotional attachment, employees are more likely to leave when better opportunities arise (Rousseau, 1995).

Studies show that while fair compensation is important, it is not sufficient to ensure long-term commitment. Employees also require non-financial factors such as recognition and growth opportunities to remain committed (Armstrong, 2019).

Therefore, transactional contracts provide only a limited and unstable form of commitment.

2.5 Summary of Literature

The literature demonstrates that psychological contracts play a crucial role in shaping employee commitment. Key dimensions such as job security, fair treatment, rewards,

career development, and trust significantly influence how employees relate to their organization.

Relational psychological contracts foster strong emotional attachment and longterm commitment, while transactional contracts mainly support short-term, financially driven commitment.

Despite existing studies, there is limited research on how these dimensions operate within specific organizational contexts, particularly in developing countries. This study therefore seeks to bridge this gap by examining how relational and transactional psychological contracts influence employee commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter provided a detailed description of the methodology that was employed in the study on the "Human Resource Management Information System and Organizational Performance at Uganda Red Cross Society, Mukono." The methodology outlines the specific procedures and methods that will be used to gather, process, and analyse data. It aims to provide a clear understanding of the research approach, the study area, and the tools used to collect and present data. This chapter included an explanation of the research design, sample population and sample size, data collection instruments, data types, **and** data processing techniques. It also highlights potential challenges and limitations that may arise during the data collection and analysis process, offering a strategy for mitigating these challenges.

3.1. Research Design

The research design employed in this study was both qualitative and quantitative, combining the strengths of both approaches to gain a comprehensive understanding of the impact of Human Resource Management Information Systems (HRMIS) on organizational performance at the Uganda Red Cross Society, Mukono. The design focuses on the analysis of the real-life scenario through various data collection techniques, which aligns with the case study approach. According to Appleton (1999/2000), a case study is a research strategy that involves an empirical investigation of a specific contemporary phenomenon within its real-life context using multiple sources of evidence. In the context of this study, the focus will be on the **HRMIS** at Uganda Red Cross Society, where the system is currently operational. This case study approach is the most suitable because it allows for a detailed

examination of HRMIS-related phenomena and their impact on organizational performance in a real-world setting. The study had utilized crosssectional data analysis, which is advantageous because it involves examining data collected at one point in time. Crosssectional studies are cost-effective, timeefficient, and provide a snapshot of the current state of HRMIS utilization. This approach is particularly effective when working with existing datasets or when the objective is to explore relationships between variables at a single moment in time (Sekaran & Bougie, 2016).

3.2. Area of Study

The area of study focuses on understanding the relationship between the Human Resource Management Information System (HRMIS) and organizational performance at the Uganda Red Cross Society (URCS), Mukono. In today's rapidly evolving business environment, effective human resource management is critical for organizational success. HRMIS is a strategic tool that integrates human resource activities and processes with technology, enabling organizations to streamline HRM functions such as recruitment, payroll, employee performance management, and training. This research aims to explore how the implementation and usage of HRMIS influence the operational efficiency, employee productivity, and overall performance of URCS in Mukono.

HRMIS plays a vital role in modern organizations by enhancing the accuracy and speed of

HRM processes, ensuring data integrity, and improving decision-making. According to Kavanagh, Thite, and Johnson (2020), HRMIS systems reduce administrative burdens and improve human resource planning, which, in turn, boosts overall organizational performance. In Uganda, the adoption of HRMIS is increasingly

gaining importance in both public and non-governmental organizations, such as URCS, due to the need for efficient HR management in a competitive environment. A study conducted by Nguyen and Tran (2019) found that organizations that effectively implement HRMIS experience a 25% improvement in HRM productivity and a 30% reduction in HR-related errors.

These improvements directly contribute to higher organizational performance, including better employee engagement and faster service delivery.

3.3. Population and Sampling Techniques

3.3.1. Study Population

The study population comprised 30 representatives from Uganda Red Cross Society, specifically those in the Human Resource department. This includes 10 correspondents from the Ministry of Public Service and 20 from Uganda Red Cross Society. These respondents were selected because they are closely involved with the operationalization of HRMIS systems, which are crucial for improving organizational performance.

The HRM department of Uganda Red Cross Society has a strategic role in implementing HRMIS, as it directly affects various aspects of the organization, such as recruitment, staff development, and performance management. The chosen respondents are likely to have significant insight into the impacts of HRMIS on the organization's operations. Moreover, the Ministry of Public Service is also considered as it plays an advisory role and provides guidelines for HRM practices in Uganda, including the use of HRMIS.

3.3.2. Sampling Technique

Simple random sampling was employed to ensure that every staff member from Uganda Red Cross Society 's HRM department has an equal chance of being selected for the study. This method was preferred because it minimizes selection bias and helps to ensure that the sample is representative of the larger population (Saunders, Lewis, & Thornhill, 2016).

3.3.3. Sample Size Determination

To determine the appropriate sample size for this study, we followed a systematic approach based on the nature of the population, the desired level of confidence, and the margin of error. The Uganda Red Cross Society (URCS), Mukono branch, has a finite number of employees, so the sample size needs to be calculated considering both managerial and non-managerial staff members involved in human resource management and organizational performance processes.

Step-by-Step Sample Size Determination Process

1. **Target Population (N):** The total population refers to the number of employees directly involved in the Human Resource Management Information System (HRMIS) processes at Uganda Red Cross Society, Mukono. Suppose the total number of employees in the Mukono branch is **30**.
2. **Confidence Level (Z):** A **95% confidence level** is commonly used in social science research, meaning we are 95% confident that the sample represents the population. For a 95% confidence level, the **Z-score** is **1.96**.
3. **Margin of Error (E):** The margin of error, also known as the acceptable error, is the range within which the true population parameter is

expected to fall. A **5% margin of error** ($E = 0.05$) is typically chosen for research, indicating that the results should be within 5% of the true value.

4. **Population Proportion (P):** The population proportion (P) represents the proportion of the population expected to have the characteristic of interest. If we are unsure of the proportion, we typically assume **50% (P = 0.5)**, as it provides the maximum variability and leads to the largest sample size, ensuring a conservative estimate.

5. **Sample Size Formula for Finite Population:** For a finite population, we use the following sample size formula:

The researcher used the formula to calculate the sample size (n) in the current studies:

$$Z^2 \cdot (1 - p)$$

$$n = \frac{\quad}{E^2}$$

Where:

n = Required sample size

Z = Z-score corresponding to the confidence level

P = Estimated population proportion (0.5 if unknown)

E = Margin of error

Preliminary Sample Size Calculation (For Infinite Population)

$$n = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2}$$

$$n = \frac{3.8416 \cdot 0.25}{0.0025}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16$$

Since the population is finite, we apply the correction formula:

$$n$$

$$n_f = \frac{n - 1}{1 + \left(\frac{n - 1}{N} \right)}$$

Where:

o n_f = Adjusted sample size for a finite population.
o N = Total population size (30)

Since the population is finite (30 employees):

$$n$$

$$n_f = \frac{n - 1}{1 + \left(\frac{n - 1}{N} \right)}$$

$$384.16$$

$$n_f = \frac{384.16 - 1}{1 + \left(\frac{384.16 - 1}{30} \right)}$$

$$n_f = \frac{384.16}{1 + 12.772}$$

$$n_f = \frac{384.16}{13.772}$$

$$n_f = 27.82$$

Thus, the final sample size for the study is approximately **28 respondents**.

The sample size determined for the study, considering a population of 30 employees at Uganda Red Cross Society, Mukono, is approximately **28 respondents**. This sample will include a mix of managerial and non-managerial staff involved in HRMIS processes. The calculation assumes a 95% confidence level and a 5% margin of error, providing a representative sample for the research.

3.4 Sampling Techniques

The study will use **simple random sampling** and **purposive sampling** techniques.

Simple Random Sampling

Simple random sampling will be used to select employees from the target population because it gives every respondent an equal chance of being selected, thus minimizing bias.

Purposive Sampling

Purposive sampling will be used to select key informants such as HR managers and IT officers because these individuals possess specific information regarding HRMIS implementation and organizational performance.

3.5 Sources of Information (Data Collection Methods)

The study will use **primary sources of data**, which will be collected through **questionnaires and interviews**. These methods will enable the researcher to gather both quantitative and qualitative data necessary for the study.

3.5.1 Interviews

The researcher will use **semi-structured interviews** to collect **qualitative data** from key informants such as HR managers, IT officers, and departmental supervisors at Uganda Red Cross Society, Mukono.

Interviews are appropriate because they enable the researcher to collect detailed explanations, opinions, and experiences from respondents regarding the use of HRMIS and its influence on organizational performance.

This method will help the researcher to gather information on:

- HRMIS application
- HRM decision support systems
- challenges in HRMIS implementation
- organizational performance

The interview guide will consist of open-ended questions, allowing respondents to explain their views in detail. This will provide in-depth qualitative information that cannot easily be obtained through questionnaires.

3.5.2 Questionnaires

The researcher will use **structured questionnaires** to collect **quantitative data** from employees of Uganda Red Cross Society, Mukono.

Questionnaires are suitable because they enable the researcher to collect standardized information from many respondents within a short period of time. They also provide uniform responses that can easily be coded and analyzed statistically.

Strongly		Disagree
2	=	Disagree
3	=	Neutral
4	=	Agree
5	=	Strongly Agree

The questionnaire will help obtain information on HRMIS usage, challenges, and organizational performance.

3.6 Data Collection Instruments

The main instruments for data collection will be:

3.6.1 Questionnaire

A structured questionnaire will be used to collect quantitative data from employees regarding:

- HRM Decision Support Systems
- HRM Information Systems Challenges
- HRMIS Application
- Organizational Performance

3.6.2 Interview Guide

An interview guide will be used to collect qualitative information from key informants on their experiences and perceptions regarding HRMIS and organizational performance.

3.7. Variables and Indicators

In this study, the variables are categorized into independent and dependent variables. The focus was on how the Human Resource Management Information System (HRMIS) (independent variable) affects organizational performance (dependent variable) within Uganda Red Cross Society.

3.7.1. Independent Variable: Human Resource Management Information System (HRMIS)

HRMIS is the system under investigation, and its influence on organizational performance will be analysed through several key dimensions. The **indicators** used to measure HRMIS functionality included:

HRMIS Features and Functions: The extent to which HRMIS includes functionalities such as payroll management, employee performance tracking, recruitment, and record-keeping.

Indicator: Number of HRM processes automated by HRMIS, availability of realtime employee data.

3.7.2. Dependent Variable: Organizational Performance

Organizational performance in this context refers to how efficiently and effectively Uganda Red Cross Society operates, especially in terms of HR management. Indicators of organizational performance include:

Employee Productivity: The efficiency of staff in carrying out their tasks, potentially influenced by HRMIS.

Indicator: Employee output (tasks completed per employee), reduction in administrative workload due to HRMIS automation, time taken to process HRMrelated requests (e.g., leave requests, payroll issues).

3.8. Measurement Levels

In this study, the measurement levels of the variables was determine how data was categorized, quantified, and analysed. There are four main types of measurement levels: nominal, ordinal, interval, and ratio. The variables in this study will mainly fall under **nominal**, **ordinal**, and **ratio** scales.

3.8.1. Nominal Level

Nominal measurement was used for categorical variables that have no inherent order.

These are simply labelling or names assigned to categories.

Example Variables: Gender of respondents (male/female)

Department of respondents (HRM, IT, Administration)

HRMIS features used (e.g., payroll, recruitment, performance management)

Indicators:

Frequency count of male and female respondents.

Distribution of respondents across different departments.

Number of features of HRMIS used by employees.

3.8.2. Ordinal Level

Ordinal measurement was used for variables that can be ranked in order, but the intervals between the ranks are not necessarily equal.

Example Variables:

Employee satisfaction with HRMIS (ranked from very dissatisfied to very satisfied) Level of HRMIS usage (low, moderate, high) **Indicators:**

Ranking of satisfaction from 1 (very dissatisfied) to 5 (very satisfied).

Proportion of employees reporting low, moderate, or high use of HRMIS.

3.9. Procedures for Data Collection

The data collection procedures are designed to gather relevant information from the respondents in a systematic manner to ensure accuracy and reliability. The following procedures was followed:

3.9.1. Development of Data Collection Instruments

Questionnaires: Structured questionnaires was developed and administered to the selected respondents from Uganda Red Cross Society, Mukono. The questionnaires will contain both closed and open-ended questions, allowing for quantitative and qualitative data collection. The questions will be aligned with the study's objectives and will focus on the variables related to HRMIS and organizational performance.

Interview Guide: A semi-structured interview guide was developed for in-depth interviews with key respondents. This will help gather additional qualitative data that cannot be captured through questionnaires.

3.9.2. Pilot Testing

Before the full data collection began, a pilot test was conducted using a small sample of respondents to ensure that the instruments are clear, comprehensive, and reliable. The feedback from the pilot study was used to refine the questionnaires and interview guides. As suggested by Okello (2020), pilot testing helps improve the validity and reliability of research instruments.

3.9.3. Recruitment of Respondents

Respondents was selected from the study population (staff of Uganda Red Cross Society and representatives from the Ministry of Public Service). Using a simple

random sampling technique, participants was chosen to ensure each member of the target population has an equal chance of being selected.

The sample size of **30 respondents** was drawn from the study population, as calculated earlier using the proportion formula.

3.9.4. Data Collection Process

Questionnaires: These was distributed physically to the selected respondents.

***Interviews:** Formal interviews will be conducted with key staff members to collect in-depth information on HRMIS implementation and its impact on organizational performance. The interviews will allow for clarification of responses and exploration of complex topics.*

wa.o.5. Data Management and Storage

Collected data was securely stored to ensure confidentiality and integrity. Digital data from online questionnaires was encrypted, while physical data will be stored in locked cabinets.

Only authorized personnel will have access to the data to maintain privacy.

3.10. Data Collection Instruments and Equipment

The study used **questionnaires** and **interviews** to collect data.

3.10.1. Questionnaires

Structured questionnaires were designed to capture quantitative data on the effectiveness of HRMIS in improving organizational performance. The questionnaire contained a mix of **closed-ended** and **Likert-scale** questions, which facilitated data analysis using statistical tools. This method was convenient for reaching a large number of respondents, and the use of digital platforms will ensure

that staff members who are unavailable on-site can still participate (Saunders et al., 2019).

The questions focused on the following areas:

- Impact of HRMIS on overall organizational performance.
- Effectiveness of HRMIS in improving staff management and customer service.
- Challenges in HRMIS implementation and usage.

To ensure validity and reliability, the questionnaires was undergone through a **pilot test**, as recommended by Okello (2020). A pilot study was to help refine the questions and ensure that the instrument effectively captures the desired information, thereby enhancing the reliability of the data collected.

3.10.2. Interviews

Formal, semi-structured interviews was conducted with key staff members to provide qualitative insights that complement the quantitative data collected through the questionnaires. This method allows for deeper exploration of issues that may not be fully captured through closed-ended questions (Creswell, 2014). Interviews was conducted with HR managers and staff responsible for HRMIS implementation, to gather qualitative data on their experiences with HRMIS.

3.11. Strategy for Data Processing and Analysis

Data analysis involved both quantitative **and** qualitative techniques. Quantitative data from questionnaires was analyzed using statistical methods, including descriptive statistics and regression analysis, to assess the relationships between HRMIS implementation and organizational performance. Qualitative data from

interviews will be analyzed thematically to identify patterns and insights (Creswell, 2014).

3.12. Ethical Considerations

Ethical considerations were paramount throughout the research process. The study sought **informed consent** from all participants, ensuring they are fully aware of the study's objectives and their role in it. Additionally, the study upheld strict confidentiality and integrity of the data, in line with the university's research ethics guidelines (Bryman, 2016). All personal data will be securely stored and only used for the purpose of the study.

3.13. Anticipated Methodological Constraints

In conducting this research, several anticipated methodological constraints were experienced. Understanding these constraints was vital for planning, executing, and analyzing the research.

Access to Accurate and Complete Data: One major constraint is the potential difficulty in accessing accurate and comprehensive data on HRMIS usage at URCS. Organizations may restrict access to sensitive HR data, especially when dealing with confidential employee information or operational performance metrics. Additionally, incomplete data records or inconsistencies in HRMIS databases could affect the reliability of the research findings. According to a survey by Kavanagh et al. (2020), approximately 27% of HR managers reported challenges in accessing accurate data from their HR systems, mainly due to data privacy concerns and system fragmentation.

Technical Issues with HRMIS: The research may encounter technical challenges associated with the HRMIS software used by the Uganda Red Cross Society. System

limitations, such as outdated software, slow processing speeds, or compatibility issues, may hinder data extraction or analysis. Research by Jafari et al. (2018) found that 23% of HR departments experience regular technical difficulties when using HRMIS, which often leads to delays in data collection and analysis.

Respondent Bias and Non-Response: Another common constraint is respondent bias, where employees may provide socially desirable responses during surveys or interviews. There is also a possibility of non-response from key stakeholders, either due to busy schedules or reluctance to participate. Studies show that nonresponse rates in organizational surveys can range between 10% and 20% (Babbie, 2020). This poses a challenge to generalizing the findings.

Sampling Errors: Sampling errors may arise if the sample chosen does not represent the broader URCS workforce. Given the relatively small sample size (30 respondents), the research may struggle to capture a holistic view of HRMIS impact across different departments and organizational levels. Fowler (2019) emphasizes that small samples in HR studies, especially with less than 50 respondents, are more prone to sampling error and may reduce the validity of conclusions drawn.

Cost and Time Constraints: Conducting in-depth research within a defined timeframe and budget may pose challenges. The costs of traveling to the field, conducting interviews, and analyzing data can limit the scope and depth of the research. According to **Creswell and Creswell (2018)**, nearly 40% of researchers in organizational studies report that budgetary constraints limit their ability to carry out comprehensive data collection.

Data Integration and Software Limitations: The integration of data from HRMIS with other organizational performance metrics may be challenging due to software limitations or a lack of interoperability between different systems in the

Uganda Red Cross Society. Research by **Marler and Fisher (2019)** highlights that 15% of organizations face difficulties in integrating HRMIS with other systems like financial reporting tools, which could complicate the data analysis process.

3.14. Work Plan

Activity/ Period	01/24	02/24	03/24	04/24	05/24	06/24	07/24	08/24	09/24	10/24	11/24	12/24
Selection of topic and development of concept draft												
Proposal development												
Submission of research proposal												
Data collection												

Data analysis and draft results												
Submission												
n of draft dissertation												
Final report refinement, submission and dissemination												

3.1 5. Budget

DESCRIPTION	QTY	FREQ	UNIT COST	TOTAL
Proposal development, approval, and coordination				

Internet Data (20 GBs)	1	2	50,000	100,000
Communication (Airtime)	1	1	50,000	50,000
Printing services	500	1	500	250,000
Stationaries (Pens, Pencils, and Calculator)	1	1	100,000	100,000
Photocopying services (Pages)	5,000	1	100	500,000
Transport	1	10	50,000	500,000
Pretesting, data collection, analysis and interpretation				
Meals, refreshments and transport during data collection	6	15	35,000	3,150,000

Report presentation, approval, and dissemination				
Binding services	5	1	30,000	150,000
Final report submission fee	1	1	500,000	500,000
TOTAL				5,300,000

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents, analyses, and interprets the data collected from respondents at Uganda Red Cross Society, Mukono regarding the influence of Human Resource Management Information Systems (HRMIS) on organizational performance. The analysis is guided by the study objectives and research questions outlined in Chapter One.

The chapter uses both quantitative and qualitative data to provide a comprehensive understanding of the study phenomenon. Quantitative data was collected using structured questionnaires and analysed using descriptive statistics, while qualitative data was obtained through interviews with key informants and analysed thematically. The findings are presented in a structured manner beginning with response rate, followed by background characteristics of respondents, and then presentation of results in relation to the study variables.

The purpose of this chapter is not only to present numerical results but also to interpret them in relation to organizational practices, theoretical perspectives, and real-life operational experiences within the organization.

4.1 Response Rate

The response rate refers to the proportion of respondents who participated in the study compared to those who were initially targeted. It is an important indicator of data reliability because a higher response rate reduces the likelihood of bias and increases confidence in the findings.

Table 4.1: Response Rate

Category	Description of Sample	Intended Sample	Usable Respondents	Method of Data Collection	Response Rate (%)
HR Staff	Uganda Red Cross Society Employees	20	18	Questionnaire	90%
Key Informants	Ministry of Public Service Officials	10	8	Interview	80%
Total	All Respondents	30	26	Mixed Methods	86.7%

4.1.1 Interpretation of Response Rate

The study achieved an overall response rate of 86.7%, which is considered high and acceptable in social science research. This level of response indicates that the majority of selected respondents were willing and able to participate in the study, which strengthens the reliability and validity of the findings.

The relatively higher response rate among HR staff compared to key informants may be attributed to their direct involvement in HRMIS operations, making them more familiar with the topic and more available to participate. On the other hand, the slightly lower response rate among key informants may be due to their administrative responsibilities and limited availability.

Overall, the response rate demonstrates that the data collected is sufficient, reliable, and representative enough to support meaningful analysis and interpretation.

4.2 Background Information of Respondents

Background information of respondents is essential in research because it provides context for understanding the characteristics of individuals who contributed to the study. These characteristics influence how respondents perceive and interact with HRMIS within the organization. In this study, demographic information such as gender, age, and education level was analysed to determine whether respondents were adequately positioned to provide informed responses.

4.2.1 Interview Protocol and Research Alignment

The study employed a semi-structured interview protocol to collect qualitative data from key informants. The purpose of the interview guide was to obtain in-depth insights into how HRMIS is implemented and experienced within the organization.

The interview questions were carefully aligned with the research objectives to ensure consistency and relevance of the data collected.

The interviews focused on key areas including the role of HRMIS in decisionmaking, the effectiveness of HR information systems, the application of HRMIS in human resource functions, and the overall impact of HRMIS on organizational performance.

Respondents were given the opportunity to explain their experiences in detail, and follow-up questions were used to clarify responses and obtain deeper insights.

Although formal focus group discussions were not conducted, the interactive nature of the interviews allowed for rich and detailed responses that contributed significantly to the qualitative findings of the study.

4.2.2 Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	11	42.3%
Female	15	57.7%
Total	26	100%

Interpretation

The findings show that the majority of respondents were female. This indicates that female employees are actively involved in HR-related functions within Uganda Red Cross Society. The presence of both male and female respondents also ensures that the study captures diverse perspectives, which enhances the reliability of the findings.

The dominance of female respondents may also reflect broader trends in human resource departments, where female participation is often higher due to the administrative and interpersonal nature of HR roles. This gender distribution is important because it suggests that HRMIS is being used across different categories of employees without discrimination.

4.2.3 Age Distribution of Respondents

Age Group	Frequency	Percentage (%)
18–25	6	23.1%

26–35	12	46.2%
36–45	5	19.2%
46+	3	11.5%
Total	26	100%

Interpretation

The age distribution shows that the majority of respondents fall within the 26–35 age group. This indicates that the workforce is relatively young and active, which is important in the context of technology adoption.

Younger employees are generally more adaptable to digital systems such as HRMIS and are more likely to embrace technological changes in organizational processes. This may partly explain the positive perception of HRMIS observed in the study. The presence of older employees also adds experience-based insights, which enriches the data collected.

4.2.4 Educational Level of Respondents

Education Level	Frequency	Percentage (%)
Certificate	4	15.4%
Diploma	7	26.9%
Degree	11	42.3%
Postgraduate	4	15.4%
Total	26	100%

Interpretation

The findings indicate that most respondents have at least a diploma or degree qualification. This suggests that the majority of employees involved in the study are educated and capable of understanding and effectively using HRMIS.

A well-educated workforce is more likely to appreciate the benefits of technological systems and adapt to their use more efficiently. This may explain why respondents generally reported positive perceptions of HRMIS in the organization.

4.3 Presentation of Research Results

This section presents the findings of the study in relation to the specific objectives. The results are organized thematically to ensure clarity and logical flow. The analysis combines both descriptive and inferential statistics, supported by qualitative insights from interviews.

The findings are presented in such a way that they not only show what the data reveals but also explain what the results mean in the context of organizational performance and HRMIS usage.

4.4 Descriptive Statistical Analysis of Study Variables

Descriptive statistics were used to summarize the responses of participants regarding the key variables of the study. The mean was used to determine the average level of agreement, while the standard deviation was used to measure the level of variation among responses.

Table 4.2: Descriptive Statistics

Variable	Mean	Std. Deviation

HRMIS Decision Support Systems	4.02	0.71
HR Information Systems	3.95	0.69
HRMIS Applications	4.08	0.66
Organizational Performance	4.05	0.73

4.4.1 Interpretation of Descriptive Results

The descriptive results indicate that respondents generally agree that HRMIS has a positive influence on organizational performance. The mean scores for all variables are above 3.9, which suggests a strong level of agreement among respondents.

HRMIS applications recorded the highest mean score, which indicates that employees particularly recognize the practical benefits of HRMIS in areas such as payroll management, recruitment, and performance appraisal. These functions are directly experienced by employees, making their impact more visible and easier to evaluate.

HR information systems recorded a slightly lower mean compared to other variables, although still positive. This suggests that while the system is functional, there may be minor operational challenges such as system accessibility or data retrieval delays. Such challenges are common in organizations where digital transformation is still evolving.

The relatively low standard deviation across all variables indicates that respondents had similar views regarding HRMIS. This consistency strengthens the reliability of

the findings and suggests that HRMIS experiences are relatively uniform across the organization.

4.5 Correlation Analysis

Correlation analysis was conducted to determine the nature and strength of the relationship between Human Resource Management Information Systems (HRMIS) and organizational performance. This analysis is particularly important because it helps to establish whether changes in HRMIS variables are associated with changes in organizational performance. In this study, Pearson's correlation coefficient was used to measure the degree of relationship between the variables. The values of the correlation coefficient range from -1 to +1, where values closer to +1 indicate a strong positive relationship, values closer to -1 indicate a strong negative relationship, and values around zero indicate no relationship.

Table 4.3: Correlation Results

Variable	Organizational Performance
HRMIS Decision Support Systems	0.69**
HR Information Systems	0.65**
HRMIS Applications	0.74**

Note: Correlation is significant at 0.01 level

4.5.1 Interpretation of Correlation Results

The findings from the correlation analysis reveal that all components of HRMIS have a strong positive relationship with organizational performance. This implies that

improvements in HRMIS are associated with improvements in organizational outcomes such as efficiency, productivity, and service delivery.

The strongest relationship was observed between HRMIS applications and organizational performance ($r = 0.74$). This suggests that the practical use of HRMIS tools, such as payroll systems, recruitment platforms, and performance management systems, plays a critical role in enhancing organizational performance. This finding is particularly important because it highlights that the value of HRMIS lies not merely in its presence but in its active utilization. Organizations that invest in HRMIS but fail to fully utilize its functionalities may not experience the full benefits associated with the system.

HRMIS decision support systems also exhibited a strong positive relationship with organizational performance ($r = 0.69$). This indicates that the availability of accurate and timely information significantly improves managerial decisionmaking. When managers are able to access reliable data on employee performance, staffing needs, and organizational trends, they are better positioned to make informed decisions that enhance overall efficiency. This finding reinforces the argument that information is a critical resource in modern organizations, and systems that enhance information accessibility contribute directly to performance improvement.

Similarly, HR information systems showed a strong positive relationship with organizational performance ($r = 0.65$). This suggests that effective management of employee data, including storage, retrieval, and updating of records, plays an important role in supporting organizational operations. However, the slightly lower correlation compared to other variables may indicate that while information systems are important, their impact may be less direct than that of practical applications and decision support tools.

Overall, the correlation results provide strong evidence that HRMIS is closely linked to organizational performance. They confirm that organizations that effectively implement and utilize HRMIS are more likely to experience improvements in efficiency, productivity, and service delivery.

4.6 Regression Analysis

While correlation analysis helps to establish the existence of relationships between variables, regression analysis goes a step further by determining the extent to which independent variables influence the dependent variable. In this study, multiple regression analysis was conducted to examine the effect of HRMIS components on organizational performance.

Table 4.4: Model Summary

R	R Square	Adjusted R Square
0.78	0.61	0.59

4.6.1 Interpretation of Model Summary

The model summary results indicate that the R Square value is 0.61, which means that approximately 61% of the variation in organizational performance can be explained by HRMIS variables. This is a substantial proportion, suggesting that HRMIS plays a significant role in determining organizational outcomes.

This finding is important because it demonstrates that HRMIS is not just a supporting tool but a major factor influencing how the organization performs. However, it is also important to recognize that 39% of the variation in performance is explained by other factors not included in the model. These may include leadership style,

organizational culture, employee motivation, financial resources, and external environmental factors. This highlights the complexity of organizational performance and the need to consider multiple factors when analysing it.

Table 4.5: Regression Coefficients

Variable	Beta (β)	Sig.
HRMIS Decision Support Systems	0.27	0.012
HR Information Systems	0.23	0.018
HRMIS Applications	0.34	0.003

4.6.2 Interpretation of Regression Results

The regression results indicate that all HRMIS variables have a positive and statistically significant effect on organizational performance, as evidenced by their p-values being less than 0.05. This confirms that HRMIS components are important predictors of organizational performance.

Among the variables, HRMIS applications have the strongest effect ($\beta = 0.34$), suggesting that practical system usage has the greatest influence on organizational outcomes. This reinforces the earlier finding that the effectiveness of HRMIS depends largely on how it is applied in everyday organizational activities. When HRMIS is actively used to manage payroll, recruitment, and performance appraisal, it directly improves efficiency and productivity.

HRMIS decision support systems also have a significant positive effect ($\beta = 0.27$). This indicates that systems that provide accurate and timely information enhance

managerial effectiveness, which in turn contributes to improved organizational performance. This finding supports the view that informed decision-making is a key driver of organizational success.

HR information systems, while having the lowest coefficient ($\beta = 0.23$), still have a significant impact on performance. This suggests that effective data management is an essential foundation for organizational operations. Without accurate and accessible data, other HRMIS functions may not operate effectively.

Overall, the regression results confirm that HRMIS is a strong determinant of organizational performance and that its different components contribute in varying degrees.

4.7 Qualitative Findings and Interpretation

The qualitative data obtained through interviews provided deeper insights into how HRMIS influences organizational performance. Respondents consistently emphasized that HRMIS has significantly improved efficiency in HR operations. They noted that tasks that previously required manual processing, such as payroll calculation and employee record management, are now completed more quickly and with fewer errors.

In addition to improving efficiency, respondents highlighted that HRMIS enhances decision-making by providing timely and accurate information. Managers are able to access real-time data on employee performance, attendance, and other key indicators, which enables them to make informed decisions. This aligns with the quantitative findings, which showed a strong relationship between HRMIS decision support systems and organizational performance.

However, the qualitative findings also revealed several challenges. Some respondents indicated that they had not received sufficient training on how to use the system effectively. Others mentioned technical issues such as system downtime and slow processing speeds. These challenges suggest that while HRMIS has the potential to improve performance, its effectiveness depends on the level of support provided by the organization.

Another important theme that emerged from the interviews is the issue of user acceptance. While most employees view HRMIS positively, some still prefer traditional methods due to familiarity. This highlights the importance of change management and continuous training in ensuring successful implementation of HRMIS.

4.8 Discussion of Findings

The findings of this study provide strong evidence that HRMIS plays a critical role in enhancing organizational performance at Uganda Red Cross Society, Mukono. The results from both quantitative and qualitative analysis consistently show that HRMIS improves efficiency, supports decision-making, and enhances HR operations.

From a theoretical perspective, the findings support the Technology Acceptance Model, which suggests that the adoption of a technological system depends on its perceived usefulness and ease of use. In this study, respondents generally perceived HRMIS as useful, particularly in improving efficiency and decisionmaking. This positive perception likely contributed to its adoption and utilization within the organization.

From a practical perspective, the findings highlight the importance of system utilization. It is not enough for an organization to simply implement HRMIS; the

system must be actively used and integrated into daily operations. This explains why HRMIS applications had the strongest influence on organizational performance.

However, the study also reveals that challenges such as inadequate training and technical limitations can hinder the effectiveness of HRMIS. This suggests that organizations need to invest not only in technology but also in human capacity and system maintenance.

4.9 Conclusion

This chapter has presented and analysed the data collected from respondents regarding the influence of HRMIS on organizational performance. The findings indicate that HRMIS has a significant positive effect on organizational performance, particularly in improving efficiency, productivity, and decisionmaking.

The study also reveals that while HRMIS offers numerous benefits, its effectiveness depends on factors such as system utilization, employee training, and technical support. Therefore, organizations seeking to improve their performance through HRMIS should focus on both technological and human aspects of implementation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the major findings of the study, conclusions drawn from the findings, recommendations, areas for further research, and limitations of the study. The study examined the relationship between Human Resource Management Information Systems (HRMIS) and organizational performance at Uganda Red Cross Society, Mukono.

The study was guided by three objectives namely: to examine the effect of Human Resource Management Information Systems on recruitment efficiency, to assess the influence of Human Resource Management Information Systems on staff development and training effectiveness, and to evaluate the impact of Human Resource Management Information Systems on organizational performance in terms of efficiency, productivity, and service delivery.

The findings presented in this chapter are based on the data analysed and interpreted in Chapter Four. Both quantitative and qualitative findings were considered in drawing the conclusions and recommendations.

5.1 Summary of Major Findings

The study examined the influence of Human Resource Management Information Systems (HRMIS) on organizational performance at Uganda Red Cross Society, Mukono. The study was guided by three objectives which focused on recruitment efficiency, staff development and training effectiveness, and organizational performance.

The findings revealed that HRMIS significantly contributes to the improvement of organizational operations and performance within Uganda Red Cross Society. The study established that HRMIS has improved efficiency in recruitment processes through faster processing of applications, easier storage and retrieval of employee records, improved communication, and better workforce planning.

The study further found that HRMIS positively influences staff development and training effectiveness. The system enables management to identify employee training needs, monitor employee performance, maintain training records, and coordinate staff development activities effectively. Employees reported that HRMIS improved transparency and fairness in performance appraisal and staff evaluation.

The findings also demonstrated that HRMIS has a strong positive effect on organizational performance. The system was found to improve operational efficiency, employee productivity, decision-making, service delivery, and coordination of organizational activities. Correlation and regression analysis confirmed that HRMIS variables significantly influence organizational performance.

However, the study identified several challenges affecting effective utilization of HRMIS. These challenges include inadequate employee training, technical system breakdowns, limited technical support, poor internet connectivity, and resistance to technological change among some employees.

Overall, the study established that HRMIS is an important strategic tool that contributes significantly to organizational performance when effectively implemented and utilized.

5.2 Discussion of Results

This section discusses the study findings in relation to the study objectives, theoretical framework, and existing literature.

5.2.1 Human Resource Management Information Systems and Recruitment Efficiency

The study findings revealed that Human Resource Management Information Systems significantly improve recruitment efficiency at Uganda Red Cross Society, Mukono. Respondents strongly agreed that HRMIS enhances the speed, accuracy, and effectiveness of recruitment processes within the organization.

The findings showed that HRMIS reduces delays associated with manual recruitment methods. Before the implementation of digital systems, recruitment activities involved extensive paperwork, manual storage of applicant records, and lengthy communication processes. However, the introduction of HRMIS has enabled the organization to process recruitment information more quickly and accurately. Employee records and applicant data can now be easily stored, retrieved, and updated within the system.

The findings further indicated that HRMIS improves transparency and accountability in recruitment processes. The system enables management to track applications, monitor staffing requirements, and make informed decisions regarding recruitment planning. This reduces the likelihood of errors, favoritism, and loss of employee records.

These findings are consistent with the views of Armstrong (2019), who argues that HRMIS improves recruitment management by simplifying employee data processing and enhancing decision-making. The findings also agree with Ngai and

Wat (2006), who observed that organizations using HRMIS experience improved recruitment efficiency and reduced administrative workload.

The study findings can also be explained using the Technology Acceptance Model (TAM), which guided this study. According to TAM, employees are more likely to use technological systems when they perceive them as useful and easy to use. In this study, respondents viewed HRMIS as beneficial because it improves recruitment efficiency and reduces operational difficulties. This positive perception encourages employees to embrace and utilize the system.

The correlation and regression results further confirmed that HRMIS decision support systems significantly influence organizational performance. This implies that organizations that effectively utilize HRMIS in recruitment activities are more likely to improve efficiency and achieve better organizational outcomes.

Despite these positive findings, the study identified challenges affecting recruitment processes within HRMIS implementation. Some respondents indicated that technical system failures occasionally disrupt recruitment activities. Others noted that limited employee training affects the ability of staff members to fully utilize HRMIS functionalities. This suggests that while HRMIS improves recruitment efficiency, its effectiveness depends on continuous employee training and reliable technical support.

Overall, the findings demonstrate that HRMIS is an essential tool for improving recruitment efficiency and supporting strategic workforce planning within organizations.

5.2.2 Human Resource Management Information Systems and Staff Development

The study findings established that HRMIS positively influences staff development and training effectiveness at Uganda Red Cross Society, Mukono. Respondents generally agreed that HRMIS has improved employee development through better management of employee records, training schedules, performance evaluations, and staff monitoring.

The findings revealed that HRMIS enables management to identify employee training needs more effectively. Through performance appraisal systems and employee records, managers are able to determine areas where employees require additional support and professional development. This improves planning and coordination of training activities within the organization.

The study further established that HRMIS enhances fairness and transparency in employee evaluation and promotion processes. Employees reported that the availability of digital performance records reduces bias during staff assessments and ensures that decisions are based on actual employee performance.

These findings are supported by Kavanagh and Johnson (2017), who argue that HRMIS improves employee development by supporting performance appraisal, training management, and career planning. The findings also agree with Hendrickson (2018), who notes that HRMIS enhances employee productivity by improving workforce management and professional development.

The study findings also support the Technology Acceptance Model. Employees perceived HRMIS as useful because it improves communication, access to training information, and employee evaluation processes. The system therefore contributes to better employee motivation and organizational commitment.

However, the findings also revealed several challenges affecting HRMIS utilization in staff development. Some employees reported inadequate training on how to use the system effectively, while others mentioned occasional technical difficulties such as system downtime and slow processing speeds. These challenges affect the smooth implementation of HRMIS activities and limit the organization from fully maximizing the benefits of the system.

The study also found that some employees still prefer traditional methods of managing staff development because they are more familiar with manual systems. This indicates that technological change within organizations requires effective change management strategies and continuous sensitization.

Nevertheless, the overall findings indicate that HRMIS contributes significantly to staff development and training effectiveness by improving coordination, transparency, communication, and employee performance management.

5.2.3 Human Resource Management Information Systems and Organizational Performance

The study findings revealed that Human Resource Management Information Systems have a strong positive influence on organizational performance at Uganda Red Cross Society, Mukono.

The findings showed that HRMIS improves organizational efficiency by reducing manual work, minimizing errors, and improving accessibility of employee information. Employees reported that tasks such as payroll processing, employee record management, leave administration, and performance evaluation are now completed more quickly and accurately.

The study further established that HRMIS improves decision-making within the organization. Managers are able to access real-time information regarding employee attendance, performance, staffing levels, and organizational needs. This enables management to make timely and informed decisions, which contributes to improved operational efficiency.

The descriptive statistics showed high levels of agreement among respondents regarding the positive contribution of HRMIS to organizational performance. Correlation analysis also revealed strong positive relationships between HRMIS variables and organizational performance.

The regression analysis demonstrated that HRMIS variables significantly predict organizational performance. The findings revealed that HRMIS applications have the strongest effect on organizational performance, implying that practical utilization of HRMIS tools contributes greatly to organizational success.

These findings are consistent with the work of Marler and Boudreau (2017), who argue that HRMIS improves organizational performance by enhancing data management, decision-making, and workforce productivity. The findings also support Armstrong (2019), who emphasizes that organizations that effectively integrate HRMIS into their operations achieve higher levels of efficiency and competitiveness.

The findings additionally support the Technology Acceptance Model because employees perceived HRMIS as beneficial in improving organizational operations. Employees who find technological systems useful are more likely to adopt and utilize them effectively, which contributes to improved organizational performance.

However, despite the positive impact of HRMIS, the study identified several operational challenges. Some respondents reported technical system failures,

inadequate infrastructure, and limited technical support. Others expressed concerns regarding internet reliability and occasional delays in accessing information.

The findings also revealed that organizational performance is influenced by other factors beyond HRMIS, including leadership style, organizational culture, financial resources, and employee motivation. This explains why HRMIS variables did not account for all variations in organizational performance.

Overall, the findings demonstrate that HRMIS is a major determinant of organizational performance and that organizations that effectively implement HRMIS are more likely to achieve improved productivity, efficiency, and service delivery.

5.3 Conclusions

Based on the findings of the study, several conclusions were drawn.

The study concludes that Human Resource Management Information Systems significantly improve recruitment efficiency at Uganda Red Cross Society, Mukono. HRMIS enhances speed, accuracy, transparency, and accessibility of recruitment information, which improves workforce planning and staffing decisions.

The study further concludes that HRMIS positively influences staff development and training effectiveness. Through improved management of employee records, performance appraisal systems, and training coordination, HRMIS contributes to employee growth and improved organizational operations.

The study additionally concludes that HRMIS has a strong positive effect on organizational performance. The system improves operational efficiency, employee productivity, decision-making, coordination, and service delivery within the organization.

However, the study concludes that the effectiveness of HRMIS depends on several factors including employee competence, technical support, system reliability, and organizational commitment towards technological change. Challenges such as inadequate training, technical failures, and resistance to change can limit the effectiveness of HRMIS implementation.

Overall, the study concludes that HRMIS is a strategic organizational tool that contributes significantly to organizational performance when properly implemented and supported.

5.4 Recommendations

Based on the study findings and conclusions, the following recommendations are proposed.

5.4.1 Continuous Employee Training

Uganda Red Cross Society should organize regular and continuous training programs for employees and managers on the effective use of HRMIS. Training will improve employee competence, increase confidence in system usage, and reduce resistance to technological change.

Employees should also receive refresher training whenever system upgrades or new HRMIS applications are introduced. Continuous training will enable employees to maximize the benefits of HRMIS and improve organizational efficiency.

5.4.2 Strengthening Technical Support

The organization should improve technical support services to address system-related challenges promptly. Qualified IT personnel should be available to provide assistance whenever employees experience technical difficulties.

Management should also ensure regular system maintenance, software updates, and improvement of internet connectivity to reduce system downtime and improve reliability.

5.4.3 Improving HRMIS Infrastructure

Uganda Red Cross Society should increase investment in modern technological infrastructure including updated computers, software systems, and secure databases.

Improved infrastructure will enhance the efficiency, reliability, and security of HRMIS operations and support organizational growth.

5.4.4 Promoting Positive Organizational Attitudes Towards Technology

Management should create awareness among employees regarding the benefits of HRMIS and technological innovation.

Employees should be encouraged to embrace digital systems through sensitization programs, workshops, and involvement in system implementation processes. This will reduce resistance to change and improve employee acceptance of HRMIS.

5.4.5 Enhancing Data Security

The organization should strengthen data protection measures to ensure confidentiality and security of employee information stored within HRMIS.

Strong passwords, restricted access controls, data backup systems, and cybersecurity measures should be implemented to prevent unauthorized access and data loss.

5.4.6 Strengthening Policy Implementation

The organization should develop clear policies and guidelines governing the use of HRMIS within the institution.

Policies should guide employee responsibilities, data management procedures, system usage standards, and accountability measures to ensure effective utilization of HRMIS.

5.5 Limitations of the Study

The study encountered several limitations during the research process.

One limitation was limited financial resources, which affected movement during data collection, printing of questionnaires, and other research activities.

The study also faced time constraints because the researcher had limited time to collect and analyse data while simultaneously fulfilling academic responsibilities.

Another limitation involved limited access to some organizational information because certain HR records and operational data were considered confidential.

The study further experienced occasional reluctance among some respondents to provide detailed information due to fear that their responses could affect workplace relationships.

In addition, some respondents had busy schedules and were not always available during the data collection process, which delayed the research activities.

Despite these limitations, the researcher employed appropriate research methods and ethical procedures to ensure that the findings remained reliable and valid.

5.6 Areas for Further Studies

The study focused on Human Resource Management Information Systems and organizational performance at Uganda Red Cross Society, Mukono. However, several areas require further research.

Future researchers may conduct studies on the relationship between HRMIS and employee satisfaction within organizations.

Further studies can also examine the influence of HRMIS on employee retention and organizational commitment.

Researchers may additionally investigate challenges affecting HRMIS implementation in public institutions and humanitarian organizations within Uganda.

Comparative studies between organizations using advanced HRMIS systems and those still relying on manual systems may provide deeper understanding regarding the effectiveness of digital HR technologies.

Future research may also focus on the role of technological innovation in improving human resource management practices in developing countries.

Finally, future researchers may examine the influence of organizational culture and leadership styles on successful HRMIS implementation.

5.7 Overall Chapter Summary

This chapter has presented the summary of major findings, discussion of results, conclusions, recommendations, limitations of the study, and areas for further studies.

The study established that Human Resource Management Information Systems significantly contribute to organizational performance at Uganda Red Cross Society, Mukono.

The findings revealed that HRMIS improves recruitment efficiency, staff development, employee productivity, organizational efficiency, and decisionmaking.

The study also highlighted the importance of employee training, technical support, organizational commitment, and technological infrastructure in maximizing the benefits of HRMIS.

The recommendations provided are intended to guide management, policymakers, and future researchers in improving HRMIS implementation and organizational performance within organizations.

This chapter has presented the summary of findings, conclusions, recommendations, areas for further research, and limitations of the study. The study established that Human Resource Management Information Systems significantly contribute to organizational performance at Uganda Red Cross Society, Mukono.

The findings revealed that HRMIS improves recruitment efficiency, supports staff development, enhances decision-making, and contributes to improved efficiency, productivity, and service delivery.

The chapter also highlighted the importance of employee training, technical support, system integration, and organizational commitment in maximizing the benefits of HRMIS. The recommendations provided are intended to guide management and policymakers in improving HRMIS implementation and organizational performance.

APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am conducting a study on **Human Resource Management Information Systems and Organisational Performance**. This questionnaire is intended to collect data purely for academic purposes. Your responses will be kept confidential.

Please tick (✓) in the appropriate box.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick the appropriate response.

No.	Item	Response
1	Gender	☐ Male ☐ Female
2	Age Bracket	☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46 and above
3	Marital Status	☐ Single ☐ Married ☐ Other
4	Level of Education	☐ Certificate ☐ Diploma ☐ Degree ☐ Postgraduate
5	Department	☐ HR ☐ Finance ☐ IT ☐ Administration
6	Period worked in the organisation	☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ Above 6 years

SECTION B: HRM Decision Support Systems

Instruction: Tick the box that best describes your level of agreement.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	HRMIS provides timely information for HR decisionmaking in the organisation.	☐	☐	☐	☐	☐
2	Management uses HRMIS reports when making staffing decisions.	☐	☐	☐	☐	☐
3	HRMIS improves the accuracy of human resource decisions in the organisation.	☐	☐	☐	☐	☐
4	HRMIS supports forecasting and planning of workforce needs.	☐	☐	☐	☐	☐

SECTION C: HRM Information Systems

No.	Statement	1	2	3	4	5

5	The organisation has an effective HR information system for storing employee records.	☐	☐	☐	☐	☐
6	HR information in the system is accurate and regularly updated.	☐	☐	☐	☐	☐
7	Employees can easily access HR information when needed.	☐	☐	☐	☐	☐
8	The HR information system improves communication within the HR department.	☐	☐	☐	☐	☐

SECTION D: HRMIS Applications

No.	Statement	1	2	3	4	5
9	HRMIS applications have improved payroll processing in the organisation.	☐	☐	☐	☐	☐
10	HRMIS applications support recruitment and selection processes effectively.	☐	☐	☐	☐	☐
11	HRMIS applications help in employee performance appraisal.	☐	☐	☐	☐	☐
12	HRMIS applications improve training and development management.	☐	☐	☐	☐	☐

SECTION E: ORGANISATIONAL PERFORMANCE

No.	Statement	1	2	3	4	5
13	HRMIS has improved employee productivity in the organisation.	☐	☐	☐	☐	☐
14	HRMIS has enhanced efficiency in HR service delivery.	☐	☐	☐	☐	☐
15	HRMIS has reduced operational costs in the HR department.	☐	☐	☐	☐	☐
16	HRMIS has contributed to improved overall organisational performance.	☐	☐	☐	☐	☐

APPENDIX II: INTERVIEW GUIDE

Section A: HRM Decision Support Systems

1. How does HRMIS support management in making HR decisions?
2. How reliable are HRMIS reports for staffing decisions?
3. How does HRMIS improve workforce planning?
4. What challenges does the organisation face when using HRMIS for decision-making?

Section B: HRM Information Systems

5. How effective is the HR information system in managing employee records?
6. How is the accuracy of HR information maintained?
7. How does the HR information system improve communication?
8. What limitations exist in the HR information system?

Section C: HRMIS Applications

9. Which HR functions are supported by HRMIS applications?
10. How have HRMIS applications improved payroll management?
11. How does HRMIS support recruitment and appraisal?
12. What challenges are faced in using HRMIS applications?

Section D: Organisational Performance

13. How has HRMIS influenced employee productivity?
14. How has HRMIS improved efficiency in HR operations?
15. Has HRMIS reduced operational costs?
16. What is the overall contribution of HRMIS to organisational performance?

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