INFLUENCE OF HUMAN RESOURCE INFORMATION SYSTEMS ON EMPLOYEE COMMITMENT IN ALUMINIUM AND STEEL MANUFACTURING INDUSTRIES IN NAIROBI

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DECLARATION

This research project is my original work and has not been submitted for examination in any other university.

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DEDICATION

This research project is dedicated to my family and colleagues who contributed whole-heartedly to its successful completion. To my boss, for allowing me to work on it even during work hours and going an extra mile to check on my progress. May God bless you all.

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ABBREVIATIONS AND ACRONYMS

ASTM – American Society for Testing and Materials

BS – British Standard

DOI – Diffusion of Innovation Theory

GDP – Gross Domestic Product

GOK – Government of Kenya

HR – Human Resource/s

HRD – Human Resource Development

HRIS – Human Resource Information Systems

HRM – Human Resource Management

ICT - Information Communication Technology

IS – Information Systems

KAM – Kenya Association of Manufacturers

KEBS – Kenya Bureau of Standards

KEPSA – Kenya Private Sector Association

KNBS – Kenya National Bureau of Statistics

TOE – Technology Organization and Environment

USIU – AFRICA – United States International University Africa

ABSTRACT

The main aim of this study was to establish the influence of HRIS on employee commitment in aluminum and steel manufacturing industries in Nairobi. The study was based on descriptive research design and self-administered questionnaires used as tools for data collection. The research targeted employees in aluminium and steel manufacturing industries in Nairobi employed on permanent basis. Out of 37 aluminium and steel manufacturing companies in Nairobi, the research was based on 8 companies. A sample of 92 was obtained for the study from the 8 companies and only 62 respondents were able to submit their results for the study. The data was analysed using descriptive statistics which included mean and standard deviation. A single regression model was used to test the level of influence of HRIS on employee commitment. After analysis of the data obtained from the study, there was no significant influence of HRIS on employee commitment in aluminium and steel manufacturing industries in Nairobi. The industries have not embraced the use of HRIS to a great extent thus making it hard to analyze the influence of the system on employee commitment. The study recommends that top management at aluminium and steel manufacturing industries should embrace the use of HRIS in their firms to increase efficiency, promote human resource planning and development as well as improve performance and commitment. Aluminium and steel manufacturing industries should also give great importance to HR function in the firms as they play crucial role in increasing efficiency and production thus boosting competitive advantage.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Changes in HRM activities within organizations world over have been catalyzed by the extensive use of technology, Mathis & Jackson (2010). Human resource information system (HRIS) is made up of databases, hardware, computer applications and software necessary to manage data and information as described by Broderick and Boudreau, (1992). The use of technology to deliver HR services sets organizations apart from each other. For HRM practices to be increased, organizations make use of HRIS thus increasing general performance and gain of a competitive advantage in the ever-changing business environment (Ball, 2001; Lippert and Swiercz, 2005; Troshani, et al., 2011). Ball (2001) agree with a survey conducted in 1998 that 60% of largest US Corporations use HRIS to support their day to day human resource management (HRM) operations. It keeps track of employees work, performance appraisal and evaluation, applicants' records and areas of interests in organizations, contingent workers merits and qualifications, demographics, professional progression and development, payroll management, recruitment, as well as retention among other HR functions in firms, Harris & Desimone (2005). According to John and Elyse (2010) lack of commitment compromises the adoption and implementation of new ideas and initiatives. Successful organizations secure committed employees by providing a good income and an opportunity for development.

Diffusion of Innovation (DOI) by Rogers, (1995) and Technology Organization

Environment (TOE) framework by Tornatzky and Fleischer (1990) have been used to explain the concept of technology adoption. Decision by a firm to adopt is influenced by complexity of the innovation, compatibility with the existing system and the relative advantage promised by the innovation, the time taken by the communication channels to relay the appropriate messages and the behavior of the social system members in relation to the new innovation. TOE framework argues that innovation adoption decision of firms is influenced by technological, organizational and environmental contexts. In the year 1958, George Homans came up with social exchange theory which explains social exchange and stability as a process of negotiated exchanges between parties. It acknowledges that effective communication amongst human beings is enhanced by the fact that people are aware of each other's concerns and needs. This research was informed by the Diffusion of Innovation theory, Technology Organization Environment framework and social exchange theory.

The exciting times ahead as technological advancements in automation and Artificial Intelligence globally disrupt the traditional manufacturing models. For an effective HRM sustainability, firms require up to date information on the available workforce as well as the potential workforce in the labor market. This information need has been greatly upgraded through the adoption of information system and the rapid evolution of computer related technology. According to Peters (2001), manufacturing organizations have gained greater returns due to appropriate adoption of ICT because of its sustainability in the production process. In their efforts to become more customer driven and service-oriented,

aluminium and steel manufacturers are expected to adopt appropriate technology tools in order to increase efficiency, reduce defects, lower transaction costs and serve the customers better and maintain a committed workforce. Kenyan manufacturing firms must find a way to strike a balance between consequences of replacing human labour with automation, resulting in job loss on one hand and maintaining globally competitive costs of production. This study analyzes the influence of HRIS on employee commitment in the aluminium and steel manufacturing industry in Nairobi, Kenya.

1.1.1 Human Resource Management

Armstrong (2006) describes Human Resource Management (HRM) as a strategic and consistent people management with the aim of achieving objectives of the business. Dessler et al., (1999) on the other hand term HRM as an organization's people's management using set policies and practices. The activities involved in the process include the steps in HR activities of obtaining, evaluating, developing, maintaining, retaining and utilizing the appropriate number of mixed skills to accomplish the organization's objectives. They further state that the goal of HRM is to achieve optimal productivity and effectiveness by maximizing employee's contributions while keeping the objectives of the individuals and the society in mind.

Ulrich (1997a) defines four fields of HRM which including, change agent, employee champion, strategic business partner company champion and administrative expert. He asserts that the traditional human resource practices of staffing, labor relations, performance management, training and benefits regulation or compensation management,

will become the table stakes for human resources since new practices are rapidly emerging. Thus, he calls for a HRM system that enhances efficiency and effectiveness while offering employers a worthy means of performance operation improvement while maintaining high-involvement of all parties involved.

By using its employees effectively, an organization gains competitive advantage and consistently meets clearly defined objectives by utilizing their skilled expertise. Torrington et al., (2005) identified the role of HR functions as staffing, change management, performance management and administration. He asserts that effective and efficient change management is the core objective in every business.

1.1.2 Human Resource Information Systems

HRIS is composed of a software package whose use is to obtain, control, retrieve, examine, store and share useful facts about a firm's human resources, Lengnick- Hall, Mark & Moritz (2003). It is a series of components used to acquire, safe keep and examine facts regarding a firm's human resources and it comprises of a collection of information, hardware, computer programs, and software needed to assemble, note, store, control, deliver, summarize and control data for HR function, Hendrickson (2003). It includes a firm's valuable assets, guidelines, form, facts and information, Kavanagh *et al.* (2012). HRIS provides a platform for efficient and better HR decision making by providing appropriate information, Beadles, Lowery & Johns (2005).

HRIS is basically designed to control activities of HRM, Brown (2002) but at the same time, to support the planning, administration and decision making by firms. Lately, HRIS has changed focus from traditional applications to modern self-service technologies applications that are strategic. They include compensation management recruitment, HR planning in alignment with the organization's planning performance and recruitment, (Bell et al. 2006; Lengnick-Hall & Moritz, 2003; Panayotopoulou et al. 2007). This fulfils and supports primary administrative support tools and program monitoring and thus contributes to a positive business performance, (Ostermann, Staudinger & Staudinger (2009).

1.1.3 Employee Commitment

John et al. (2010) argue that a psychological state that binds one to the organization is commitment. Committed employees boost companies' competitive advantage by increasing productivity and lowering employee turnover among others. Commitment manifests itself in distinct behavior. For emotional bit of commitment, People experience and express positive feelings. For one to consciously make a commitment, rational element of commitment is put to action and thus a thoughtful plan is laid out to carry out the necessary actions.

There are three components of commitment cited by different researchers. Affective commitment depicts an employee's involvement in the organization, emotional attachment and identification which reduces turnover and improves job performance,

Wang (2010). Continuance commitment is one's desire to remain with the organization after consideration of costs and benefits involved in leaving the organization. High continuance committed employees remain in an organization as they need to, Loi & Foley (2008). A feeling of obligation to remain in the organization, because one believes in morality to stay in the organization is normative commitment. It is important and connected to affective commitment, Coyle-Shapiro (2008).

Employee commitment results into: high performance and hence highly dedicated employees who take their jobs seriously for the good of the organization, Brown et al, (2011). A high Employees commitment to organizations is as a result of positive interpretation of work practices leading to high performance, Owoyemi et al.(2011).

1.1.4 Aluminum and Steel Manufacturing Industry in Nairobi, Kenya

Manufacturing has been identified by the GOK as one of the big four agenda set by HE the president of Kenya and has set targets for its growth and seeks to create employment opportunities in the sector. In 2017, the growth rate of formal employment in the manufacturing sector rose at a slower rate of 0.8 per cent when compared to 1.8 per cent growth in 2016, KNBS (2018). Aluminum and Steel manufacturing companies in Nairobi, Kenya have a wide product range on aluminium and stainless steel whether in trading, fabrication, rolling or manufacturing. The inventory includes subsets of stainless steel and roofing sheets which hold a considerable size of stock in Kenya. The subsets are rolled products, roofing sheets, cookware, stainless steel sheets, nails, stainless steel rods, tubes, wires and pipes. These companies are manufacturers of numerous specialist steel

and aluminium products manufactured for a broad range of industries and a plethora of uses. The products are supplied giving an innovative solution to a broad range of markets with the quality specification of Kenyan Bureau of Standards (KEBS), British Standards (BS) and American Standards (ASTM).

According to Morawetz (1991), most of the manufacturing firms in Kenya generally learn and upgrade their technologies through a combination of imports and domestic investments. Multinational companies, who dominate the manufacturing sector have greatly assisted in terms of technological transfer in most firms in Kenya. A study by Gechino (2002) shows that foreign firms operating in Kenya are better technologically equipped and have better skilled manpower because they are mostly engaged in export trade. However, some employees are casuals with low pay structures making them demotivated and non-committed. Manufacturing firms particularly those of foreign origin have embraced the use of ICT as a measure of reducing the operational costs and achieve competitiveness in price. The Government of Kenya has continuously encouraged manufacturing firms to continuously improve the quality of their products and remain competitive through measures such as tax incentives and concessions as part of achieving Government's strategic plan of attaining the industrial status by the year 2020, GOK (2004).

1.2 Research Problem

Organizations today face many uncertainties and surprises which affect the way businesses operate. Among them are globalization, the ever changing and new technological innovations, role changing between and within organizations, ever growing and active trade unions, unstable economic and political environments and ethical and environmental issues affecting businesses, Forster (2005). Adoption and implementation of HRIS in organizations is often said to be an engaging and a very difficult task that completely changes the social culture, structure, processes and the reaction of organizational employees such as their commitment, Ngwenyama and Nielsen (2014). Technology adoption can be viewed as both a process and an outcome as well as a problem-solving process in which an organization addresses an existing need that could possibly lead to an organizations wellbeing, Damanpour (2014). Organizational factors in supporting HRIS, tend to influence employee commitment, Adenike (2011).

According to KAM (2015), 13% of the manufacturing sector in Kenya is made up of the Aluminum and Steel industry which contributes significantly to the GDP. The development of this industry has a major out turn on other industries of the economy and has continuously created employment opportunities to the ever growing unemployed Kenya population. The wage employment in the manufacturing sector grew by 1.8% of 2.55 million in 2016 up from 11.9% of 2.48 million wage employment in 2015 mostly workers on contract, KNBS (2017). The Kenya Ministry of Trade (2018) has observed that there are gaps in the human skills (trainees and trainers) in the development of the technical human resource for the manufacturing sector, curriculum development and

technology, in line with the vision 2030 plan resulting to high employee turnover, search for alternatives and decreased job satisfaction . Employees hold on to these jobs mostly because they lack options. There are no measures in place to well address the ever-changing skills and technology needs for the manufacturing sector and any other measures to bridge the existing gap, Ministry of Trade (2018). Large manufacturing firms in Kenya have not adopted modern information technology in human resource management although initiatives to adoption are underway, Nyakoe (2007).

Several studies on HRIS have been done both internationally and locally. Alam et al (2016), explored the factors influencing decision to adopt HRIS in Hospitals. His results specified five most critical factors that influence HRIS adoption decision namely IT capabilities of staff, IT infrastructure, perceived cost, top management support and competitive pressure. Shikha (2014) studied the effectiveness of HRIS on an organization with special reference to Macleod's Pharmaceutical Ltd. He found out that application of HRIS was given importance in HR functions of planning and recruitment while corporate communication had the least importance.

Kinyua (2010) conducted a study on the challenges facing state corporations in Kenya in the implementation of HRIS. He concluded that the adoption and ICT use is a major challenge in the implementation of HRIS in Kenyan state corporations. Atika (2011) on factors influencing the effectiveness of HRIS at the National Cereals and Produce Board, Kenya found out that user satisfaction, attitudes, beliefs, cultural and behavioral issues as key areas that influence successful implementation of information systems. Robert (2013) looked at information technology adoption determinants in improving HR functions in

Kenyan public universities. The findings indicated that the level of utilization of information technology in Kenyan public universities was low in human resource functions making it almost impossible for the human resource departments to reap the benefits of adopting information technology.

These past studies did not look at the influence of HRIS on employee commitment in the aluminium and steel manufacturing industry in Nairobi, which forms about 13% of the manufacturing industry in Kenya and continuously provides employment to the ever growing unemployed population in Kenya. This study was therefore aimed at understanding the influence of HRIS on employee commitment in the aluminium and steel manufacturing industry in Nairobi. The question that guided the study was: what is the influence of HRIS on employee commitment in aluminium and steel manufacturing industry in Nairobi?

1.3 Research Objectives

To establish the influence of HRIS on employee commitment in aluminium and steel manufacturing companies in Nairobi.

1.4 Value of the study

The findings of the influence of HRIS on employee commitment in aluminium and steel manufacturing companies in Nairobi shall enable the HR Technology builders tailor the components of the HRIS to meet the needs of the aluminium and steel manufacturing companies to promote extensive employee commitment while overcoming the challenges associated with the adoption of these tools.

The information gathered from the study shall be an important input to human resource managers who are expected to respond to developments in technology at the work place and the effect they have on employees. This information will be essential in helping them come up with organizational tailored HRM policy that shall enable such organizations fully respond to technological related challenges as well as promote employees well-being and commitment.

The study shall be a contribution to the existing knowledge in HRIS and employee commitment in the aluminium and steel manufacturing companies in Kenya. It shall also spark need for further research on HRIS and employee commitment as well as extend the existing study in Kenya and world over. The findings of the study shall be beneficial to future researchers as well as fill the existing gaps in terms of literature in this field and part of scholarly work for private and public universities in Kenya and the world over.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review gathered in relation to the study. The concept of human resource information system and an empirical review of employee commitment are covered.

2.2 Theoretical Foundations of the Study

The study aimed at establishing the influence of HRIS on employee commitment in the aluminium and steel manufacturing industry in Nairobi. The theory of Diffusion of innovation (DOI) by Rogers, 1995, Technology organization environment (TOE) framework by Tornatzky and Fleischer, 1990 and the social exchange theory by George Homans, 1958 were be used in this survey.

2.2.1 Diffusion of Innovation Theory (DOI)

Introduced in 1962 by E. Rogers, the DOI was fine-tuned by Rogers himself in 1995. It promotes an understanding on the rate at which a social system allows the spread of innovative ideas and technologies by trying to answer the how, why and at what (Rogers, 1962). Individuals perceive innovation as an unfamiliar idea, a long process and a complicated technology while individuals within the same area view flow of information from one person to another as diffusion. DOI tries to explain the rate at which technology spreads within a social environment over a certain period. The theory has been used to study IS diffusion at an individual, organizational, market and societal level; the five attributes of an innovation are *relative advantage-* as the idea that the innovation is better

than its predecessor, *complexity-* the opinion that the innovation is a complicated phenomenon, *observability-* the visibility of the innovation to its potential adopters and it influences the rate of adoption, *trialability-* is the experimentation by adopters on the system and *compatibility-* is the idea that the innovation is well suited for the needs, values and experiences of adopters .

According to Rogers (1960), new ideas spreading within social systems are influenced by social systems in place, communication channels, innovation and time. The diffusion stages involve, knowledge, persuasion, decision, implementation, and confirmation, Rogers (1960). The stages result in six categories of technology users namely: innovators, early adopters, early majority, late majority, laggards and the leap froggers, Rogers (1960). Regardless of the nature and characteristics of people, a society's rate of adoption is affected by the innovations, O'Connor (2007). Subsequently, Barnett (1979) suggested that the adoption or negation of an innovation by an individual is a personal decision involving a series of thinking and decision-making.

2.2.2 Technology organization and environment (TOE) framework

TOE framework is an organizational kind of framework that strives to explain three different levels of organizations' contexts of technology, organization and environment and how they influence adoption decisions, Baker (2012). It is an adoption framework that analyzes technology, environment and the organization as a whole while trying to identify an organization context that influence the adoption process, Oliveira & Martins (2011). The various contexts involve elements like knowledge, support of the IS,

descriptive measures, expertise, the industry within which the organization is operating from and infrastructure, Tornatzky et al. (1990).

The technology context is keen on how adoption can be influenced by technology characteristics, Yang et al. (2007). An emphasis is placed on the operationalization, the realization of potential benefits and the organizations adoption capability, Troshani et al., (2011). IS are usually judged on the perceived benefits they might have for the adopting organization, benefits usually include increased levels of productivity, efficiency and effectiveness, Chau and Tam (1997). Barriers often encountered during the adoption process include the complexity of the IS and compatibility issues related to legacy systems and organizational technology competency, Rogers (2003); Thong (1999). Further, organizational changes that might arrive as a result of the IS within the organization must also be considered, so as to ensure an easy transition for the IS to be accepted by the people it's geared towards.

The organizational context recognizes the amount of slack resources, linking structures between employees, internal communication processes and characteristics of the organization that may inhibit or enable the adoption of the IS, Baker (2012). Organizational structures-organic, mechanistic or centralized, decentralized organizational structure, influence how an IS is adopted in an organization, Yang et al., (2007). In centralized organizations, top management can continue to adopt an IS regardless of managers and other employees resisting it, contrary to what would happen in decentralized organizations.

Mechanistic structures that emphasize formal reporting, clearly define roles for employees, centralized decision-making is not suitable for the adoption process, Baker

(2012). Decentralized and organic structures emphasize teams, flexible in employee responsibilities and promote lateral communication are more suitable for the IS adoption process. Communication processes within organizations can also enable or inhibit IS adoption. Top management can be proactive in fostering an organization that embraces change and support for IS that support the organizations core objectives, Premkumar and Ramamurthy (1995). Before an IS is implemented, top management could communicate information such as describing the role of the IS and its relation to the organizations' objectives and to the employees, especially those who will be interacting with it often.

Top management support and a skilled workforce could help facilitate the IS adoption process (Lin, 2006). Additionally, large organizations are likely to adopt IS faster than smaller organizations due to financial advantages, Troshani et al. (2011). However, smaller organizations are more responsive to adopting IS due to their flexibility and adaptability compared to larger organizations, Barbosa and Musetti (2010). Although size as a predictor of technology adoption has been criticized (Baker, 2012), there is a suggestion that better descriptive variables of an organization be used instead of just size.

The environmental context is about the setting where the organization operates in or external factors such as the industry, support services (e.g. infrastructure) and the regulatory environment, Oliveira and Martins (2011). Industry pressures can push an organization to adopt an IS, as a means of survival for competitive advantage, Masum (2015). Support services such as infrastructure and other related resources influence the adoption of an IS, successful adoption of HRIS requires skilled professionals such as

consultants and other suppliers of technology services (Teo et al., 2007; Chau and Hui, 2001) and appropriate infrastructure to accommodate the growth. Government regulations could inhibit or enable IS adoption, Troshani et al. (2011); Baker (2012). Governments could encourage the adoption of technology by supporting awareness programs, training civil servants and private sector members, funding programs and innovations among other forms of support, Chong and Ooi (2008). In summary, the three contextual variables- technology, organization and environment, could inhibit or enable HRIS adoption in universities. The three elements i.e. technology, organizational and environmental could enable or inhibit IS adoption and use within organizations. The variables vary as per context and the type of IS being adopted.

2.2.3 Social Exchange Theory

Factors such as working conditions, number of years worked, management behavior towards employees impact on employee commitment to their work and the organization at large. George Homans developed the social exchange theory in the year 1958. Social exchange theory insists that a subjective cost benefit analysis and comparison is used in all human relationships .He proposed that when one is rewarded for what they do, they tend to repeat and this is called success proposition. Stimulus proposition was associated to the fact that people respond to stimuli that has been rewarded in the past. He then termed deprivation as less value placed on a reward after several rewards have been received in the recent past.

A strong social exchange relationship is created when both parties involved are willing to provide valuable resources to each other, Eisenberger (2003). Employees enter an

exchange relationship when they consider that they will benefit more from a relationship with their employers compared with what they have been in in terms on commitment. Coyle- Shapiro and Shore (2007) revealed that employees are happy when they are treated well and employers consider loyalty and dedication from employees as highly important.

2.3 Human Resource Information Systems

Computerized HRIS quickens decision-making process, planning, development and administration of HR as data is easily accessible, easier to manage, modify, categorize, and examine, Sadri and Chatterjee (2003). For organization growth and effective performance, HR professionals are encouraged to adopt technologies that create a proper organizational development and support organizational changes. Companies have different preferences when it comes to the value they place on HR information. The differences arise due factors such as but not limited to their varied information needs, technology in place, technology commitment, technology affordability, organization size and culture and the available HR to keep up with a competitive and complicated technology upgrade. However, all companies have their key reasons for adoption or non-adoption of HR technology, Dessler et al, (2004). Organizations frequently engage in a needs analysis at the adoption phase to determine the type of system to be purchased as well as the functions of the system. Its technical specifications help the organization develop a working and management policy to guide on the information management and vendors evaluation.

Firms previously considered the use of IT in HRM to be too costly to even consider a test. This has now changed as the computers use has become popular. Maurer (2002) argues that lack of understanding and a mere preference to the traditional processes to automated systems or a lack of skills to handle the technological changes tends to make most employees resistant to change. The use of HRIS in recruitment and selection process in firms is now a common phenomenon and Cedar (2001) ascertains it has made recruitment less costly; saves more time, greatly improve decision-making and promotes the efficiency of HR departments. Organizations adopt e recruitment mostly to cut on recruitment costs, broaden talent and selection pool and to hasten recruitment as opposed to the traditional methods of recruitment ways, Martin (2005).

Technology innovation has necessitated the jobs redesign and constant modifications in most if not all HR practices such as recruitment and selection, training and development as well as appraisal techniques. These changes have posed challenges in the HR practices in many organizations. HR executives are using IT and computer based HRIS to accurately track huge amounts of information being processed frequently thus meeting their organization's information needs Kavanagh (1990). Firms need highly skilled workforce to provide a competitive edge in the ever-competitive business environment since HRIS is an effective tool in strengthening of organization's character and HR decision-making, Sadri & Chatterjee (2003).

Developing countries accord low levels of importance to HRIS and HR functions in general causing a major problem in HRIS adoption in the said countries. Budgets allocated to HR functions and departments tend to be significantly lower than those of

developed countries, Heeks (2002). Budhwar and Bhatnagar (2009) state that HR has in the past operated in "reactive mode" in the corporate firms in India. It has always been believed that the role of HR departments is problem solving between management and employees making HR managers powerless and hence, they are unable to successfully push through a HRIS proposal with the top management, Langbert and Friedman (2002).

Many firms still consider HR departments and functions inferior and as a result, consider HRIS as major sunk cost for the HR department and the firma as a whole. HRIS Concept is therefore unlikely to be received with much enthusiasm among the heads of department or senior managers, Lambin (2005). Small organizations with only a few employees may not find it necessary to implement HRIS to achieve productivity and efficiency gains and improvements. Since organizations tend to be much smaller on average than those in developed countries, the need for HRIS and automation of HR processes may not be felt by the organizations in the developing countries, Huang and Palvia (2001). These are just some of the factors that paralyze the widespread adoption and implementation of HRIS by organizations in developing countries.

Njogu (2003) notes that whereas technological investments and adoption is inevitable in the current business environment, most organizations in developing countries are yet to reap the benefits of this important development. He further notes that in Kenya, high costs of communication and installation investments coupled with competition in the market place have limited the usage of technological products to a few large enterprises. In his findings, Chunguli (2003) noted that commercial banks in Kenya are moving

towards adopting information communication technology in selection and recruitment hence improving their operations by way of minimizing costs associated with the traditional approach to recruitment.

2.4 Relationship between HRIS and Employee Commitment, an Empirical Review

Changes in employment practices affect organizational commitment, Robinson (2006). Layoffs, downsizing and mergers cause low employee commitment levels, Robinson (2006). Organizations employ highly committed employees to handle the tools of science and technology thus avoiding errors and mistakes, Ochlin and Roberts (2011). Such organizations are unique as they understand that to enhance employee commitment, there needs to be a continuous management of job performance and not reliability or dependability of organizational invariance, Bin et al. (2011).

Open communication channels and transparency are as a result of High levels of commitment, Gantasala (2011). Downsizing, computerization, changing employment patterns and outsourcing negatively impact employee-wellbeing, O'Donohue and Nelson (2014). According to Madigan et al, (2009), committed employees work conscientiously and seek continuous improvement. Such employees need managers who offer an environment that promotes growth and empowerment. According to Iverson and Buttigieg (2008) employees who are committed accept values of an organization easily and take responsibility for their actions. High commitment levels reduces absenteeism, staff turnover and organizational effectiveness.

Altarawneh (2010) looked at the perceived benefits and barriers in a study on the implementation of HRIS in Jordanian universities. He established that HRIS in Jordanian universities was adopted for HRM activities automation in order to obtain some general administrative routine purposes. The system was reported to give faster response and reliable information access. However, the system was subjected to financial constraints; ever changing organization's culture that failed to accommodate the change and tops managers lack of commitment. Hussain et al., (2007) focused on the use and impact of HRIS on HRM professionals. They noted that senior HR professionals frequently used strategy in HRIS no matter the size of the company. This enhanced the perceived importance of HR personnel in the organizations which unfortunately was not agreed upon by top non-HR personnel.

Kemei (2016) on the influence of HRIS utilization on employee performance in private universities in Kenya, a case study of USIU – Africa concluded that when HRIS component function is optimal, employee performance is significantly improved. Employee performance is enhanced when HRIS self-service portal is easily accessible. HRIS improves the communication of information within the organization. He recommends more investment in database storage to equip managers make better strategic decisions. Adoption of the system should be a priority, thus leading to the fulfillment of organization requirements and commitment of employee to organization goals.

Mbugua 2015) conducted a study on the role of human resource information systems in organizational effectiveness: a case study of Kenya commercial bank with the aim of assessing the influences of computer based human resources information stems processes on organizational effectiveness among the banking sector organization in Kenya. The study concluded that when the use of HRIS decision making process becomes the norm and practice in organizations, it results in more improvements towards organizational effectiveness including making the organization generally more effective, resulting in more strategic focus and change orientations, creating a feeling of high satisfaction with the organization services among other important improvements.

2.6 Summary of Literature Review

From the various empirical studies highlighted in the chapter, it is clear multiple researches have been conducted in relation to HRIS in various capacities. However, there is a gap on the influence of HRIS on employee commitment particularly in the aluminium and steel manufacturing industry both locally and internationally. This study was therefore aimed at establishing the influence of HRIS on employee commitment in the aluminium and steel manufacturing industry in Nairobi.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the techniques used in conducting the study for it to realize the results. It focused on the research design, the population of the study, techniques used in data collection, data analysis and presents relevant information with reference to collection of primary data, analysis and presentation of the techniques.

3.2 Research Design

The survey used a descriptive research design. This is a fact finding type of inquiry whose intention is to describe situations as it exists on the ground considering the researcher has no control over variables and reports the exact scenario as it is, Kothari (2004). Sample survey designs are most appropriate in collecting information from broad spectrum of members of the population and in making comparisons. They have been found to be the most accurate in making comparisons and generalizing results (Mugenda, 1999).

3.3 Population of the study

The population of study comprised of permanent employees in aluminium and steel manufacturing firms in Nairobi. There are more than thirty (30) aluminium and steel manufacturing industries in Nairobi employing both permanent and casual workforce, KAM (2018). Aluminium and steel manufacturing companies in Nairobi have wide product range and specialization. The largest stock of stainless steel in Kenya is held by

the steel manufacturing industry whose products include: stainless steel sheets, stainless steel rods, tubes, wires and pipes while aluminium industry deals in roofing sheets, cookware, aluminium coils, rods and a wide variety of building related materials. These companies are also Kenyan manufacturers of specialized steel products meant for a broad range of industrial use.

3.4 Sample design

A random sample of permanent employees in these organizations were picked. According to Kothari (2000) a representative sample is one, which is at least 10% of the population. The sample design was therefore 10% of the total number of permanent employees from the listed aluminium and steel manufacturing industries in Nairobi. The numbers of permanent employees in these firms were obtained from the firms' websites and Human Resource departments in the said organizations. The study took 10% where there were more than 30 permanent employees and 40% where there were less than 30% of employees. The respondents included senior managers and necessary supervisors in order to cater for employees in all cadres.

3.5 Data Collection

Primary data was the primary source of information obtained through the use of semi-structured questionnaires with both closed and open-ended questions. The questionnaires comprised of three sections. Section one contained general information, section two contained questions on the use of HRIS in HR practices and section three contained questions on employee commitment. The respondents were permanent employees in all

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cadres in the selected firms including senior managers and supervisors who were all randomly selected.

3.6 Data Analysis and Presentation

Data analysis involved descriptive statistics measures of mean and standard deviation. Simple Regression analysis was used to measure the influence of HRIS on employee commitment.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and interpretation of the primary data on the influence of HRIS on employee commitment in aluminium and steel industries in Nairobi. A questionnaire with open and close ended questions was used to collect the data from the respondents. The questionnaire was divided into three parts with part one seeking information of general nature, second part sought information on the use of HRIS by these firms while the last part sought to find the extent of employee commitment.

4.2 Response Rate

The section contains response rate data from the study. A total of eight companies were involved in the study with 92 questionnaires being distributed. A total of 62 questionnaires were filled and returned. 62.15% was the response rate. A good statistical reporting needs a response rate of 50% and above, Mugenda and Mugenda (2003).

Table 4.1 Response Rate

Company	Population	Sample Size	No. of Responses	Response Rate
Kaluworks Ltd	250	25	17	68%
Mabati Rolling Mills	100	10	10	100%
Insteel Ltd	130	13	9	69.2%
Booth Extrusions	130	13	13	100%
Steelmakers Ltd	100	10	6	60%
Zenith Steel Fabricators	15	6	3	50%
Steel Wool Africa	25	10	3	30%
Safal Building Systems	50	5	1	20%
Total	**755**	**92**	**62**	**62.15%**

4.3 Demographic Characteristics of the Respondents

The gender, age brackets, period worked at the firms and levels of education were analyzed. These characteristic are related to employee commitment, Osei et al (2005). The older employees become, the less job hoping they do. This makes them view their current employment more favorably as they have greater history with their organization. To get to their position in the organizations, women have more barriers to overcome than men, Satoh et al (2017), and hence deemed more committed than men.

4.3.1 Gender of the Respondents

Table 4.2 gives an analysis of the findings of the gender of the respondents.

Table 4.2 Gender of the Respondents

Gender	Number (N)	Percentage
Male	22	35%
Female	40	65%
Total	**62**	**100%**

The study revealed a high a percentage of male workers (65%) in the aluminium and steel manufacturing industry. This could be due to the nature of work involved in the industry especially considering the study cuts across all departments and different cadres within these industries.

4.3.2 Age Bracket of the Respondents

Age is considered a factor that influences and affects employee commitment to any organization, Osei et al (2005). The study therefore aimed at finding out the ages of the respondents.

Table 4.3 Ages of the Respondents

Age Brackets of the Respondents (Years)	Number (N)	Percentage (%)
18 – 25 years	3	5%
26 – 31 years	14	23%
32 – 41 years	22	35%
42 – 49 years	15	24%
Over 50 years	8	13%
Total	**62**	**100%**

As shown in the above table, a large number of respondents at 35% were between the ages of 32 – 41 years old, 24% were between the ages of 42 – 49 years old, 23% were between the ages of 26 – 31 years old, 13 % over 50 years old and 5% were between 18 – 25 years old. This implies that employees in these firms are in their mid-years perhaps due to the level of expertise and years of experience in the industry. Such employees tend to be highly committed to their jobs and therefore the organizations.

4.3.3 Number of Years Worked in the Organization

Number of years worked is directly proportion to the employee commitment as confirmed by Satoh et al (2017).

Table 4.4 Number of Years Worked in the Organization

Number of years worked in the organization	(N)	Percentage (%)
0 – 2 years	13	21%
3 – 6 years	18	29%
7 – 10 years	14	23%
Over 11 years	17	27%
Total	**62**	**100%**

From table 4.4, the research findings revealed that 29% of the respondents have worked in their current organizations for between 3 – 6 years, 27 % have worked for over 11 years, 23 % have worked between 7 – 10 years and 21 % have worked between 0 – 2 years in the aluminium and steel manufacturing firms in Nairobi.

The findings above imply that these employees work for these firms with a possibility of staying much longer than job hoping. This implies a sense of employee commitment to the firm and therefore high employee retention over time.

4.3.4 Level of Education

Level of education has an impact on employee commitment to an organization. By increase in education levels, employee commitment to an organization becomes stronger, Ismail et al (2011).

Table 4.5 Respondents Level of Education

Level of education	Number (N)	Percentage (%)
O - Level	5	8%
Certificate	6	10%
Diploma	21	34%
Graduate	30	48%
Total	**62**	**100%**

Majority of the employees in aluminium and steel manufacturing industry in Nairobi had studied up to the graduate level with 48%. Diploma level had 34 % of the respondents while 10% was attributed to Certificate holders and 8% by O – Level of studies employees. Across the different cadres in these industries, majority of the employees have a diploma or a university degree. This means that they could understand the concepts of HRIS and employee commitment.

4.4 Use of HRIS in HR Practices

This section analyses the use of HRIS in the aluminium and steel manufacturing industries in Nairobi. It was important to identify the extent of use of the HRIS in the firms so as to analyze the effect it has on employee commitment, a five point likert scale was used measured the extent of use where 1 showed no extent of HRIS use, 2 showed a small extent of HRIS use, 3 showed HRIS use to some extent, 4 showed HRIS use to a moderate extent and 5 showed a great extent of HRIS use.

4.4.1 HR Planning

This was aimed at exploring the use of HRIS in HR Planning function. Respondents were required to indicate the extent to which their organizations make use of HRIS in HR planning with questions and statements based on aspects of HR planning.

The analysis is as below.

Table 4.6 Respondents Scores on HR Planning

HR Planning	N	Mean	Standard Deviation (SD)
Use of human resource database	62	2.90	1.59
Encouraging work – study method	62	2.65	1.51
Analysis of demand and supply of HR resources	62	2.68	1.48
Succession planning management	62	2.50	1.36
	62	2.68	1.49

The findings revealed that the respondents ascertain a small extent of use of HRIS in the use of human resource database with a mean of 2.90 and standard deviation of 1.59. They held a view of a small extent of use of HRIS in the encouragement of work study method showing a mean of 2.65 and a standard deviation of 1.51, analysis of demand and supply of HR with a mean of 2.68 and a standard deviation of 1.48 and succession planning management with a mean of 2.50 and a standard deviation of 1.36.

In conclusion, the respondents held a view that the aluminium and steel manufacturing companies in Nairobi make use of HRIS in HR planning to a small extent especially in use of HR database, encouraging work study method, analysis of demand and supply of HR and succession planning management.

4.4.2 Recruitment and Selection

Respondents were asked to rate their organization use of HRIS in recruitment and selection. The analysis of the findings is as at the table below.

Table 4.7 Respondents Scores on Recruitment and Selection

Recruitment and Selection	N	Mean	Standard Deviation
Online advertising	**62**	2.53	1.60
Online interviews e.g use of psychometrics	**62**	1.98	1.23
Online selection	**62**	1.94	1.35
Job evaluation e.g. job description database, job specification database	**62**	2.94	1.59
	62	**2.35**	**1.44**

According to the findings, online advertising has a mean of 2.53 and a standard deviation of 1.60 meaning that the firms slightly use information systems. Online interviews scored a mean of 1.98 and a standard deviation of 1.23 indicating that the industries do not extensively apply online interviews practices. Online selection scored a mean of 1.94 and a standard deviation of 1.35 indicating a low use / no use of online selection practices.

Job evaluation scored a mean of 2.94 and a standard deviation of 1.59 meaning there is a slight use of technology in this aspect.

These findings indicate that there is minimal to no use of HRIS in recruitment and selection in aluminium and steel industries in Nairobi. This could be due to the challenges faced by firms in implementation of HRIS and the shortcomings of the system.

4.4.3 Performance Management

The respondents were asked to rate their firms on the extent of use of HRIS on performance management based on online appraisal reports, video conferencing interviewing, use of KPIs and performance analytics and online job evaluation procedures. Table 4.8 below gives an analysis of the findings.

Table 4.8 Respondents Scores on Performance Management

Performance Management	N	Mean	Standard Deviation
Online appraisal reports,	**62**	1.65	0.99
Video conferencing interviewing	**62**	1.87	1.19
Use of KPIs and performance analytics	**62**	2.84	1.52
Online job evaluation procedure	**62**	2.03	1.27
	62	**2.10**	**1.24**

From the table above, there was an average score of 2.10 on performance management. There seems to be a low use of KPIs and performance analytics with a mean of 2.84 and a standard deviation of 1.52 as well as online job evaluation procedures with a mean score of 2.03 and standard deviation of 1.27. However, online appraisal and video

conferencing interviewing scored a mean of 1.65 and 1.87 respectively with standard deviation of 0.99 and 1.19 respectively. This means that there is still a low extent of use of HRIS in performance management in aluminum and steel manufacturing industries in Nairobi.

4.4.4 Compensation Management

The respondents were asked to rate their firms on the extent of use of HRIS on compensation management based on online payment, online salary processing and Online benefits tabulation and contributions. Table 4.9 below gives an analysis of the findings.

Table 4.9 Respondents Scores on Compensation Management

Compensation Management	N	Mean	Standard Deviation
Online payment,	**62**	3.39	1.59
Online salary processing	**62**	3.71	1.45
Online benefits tabulation and contributions	**62**	3.23	1.56
	62	**3.44**	**1.53**

From the table above, there was an average score of 3.44 and standard deviation of 1.53. This indicates that there is some use of HRIS use in compensation management. Online payment scored a mean of 3.39 with a standard deviation of 1.59; online salary processing scored a mean of 3.71 with a standard deviation of 1.45, while online benefits tabulation scored a mean of 3.23 with a standard deviation of 1.56.

Generally, aluminium and steel manufacturing industry makes use of HRIS in compensation management to some extent. This makes employees able to fast track their compensation and benefits first hand and thus keep the management on toes to constantly update and make payments on time in order to keep employees happy and satisfied.

4.4.5 Human Resource Development

Respondents were asked to indicate the extent of use of HRIS on human resource development based on online seminars, online trainings, virtual learning, work flexibility and work scheduling. Table 4.10 gives an analysis of the findings.

Table 4.10 Respondents Scores on Human Resource Development

Human Resource Development	N	Mean	Standard Deviation
Online seminars	**62**	1.53	1.05
Online training	**62**	1.68	1.11
Virtual learning	**62**	1.95	1.25
Work flexibility e.g. virtual offices, home working	**62**	1.92	1.19
Work scheduling e.g. online job rotation	**62**	1.65	1.10
	62	**1.75**	**1.14**

From the table 4.10, there was an average score of 1.75 and standard deviation of 1.14. This indicates that there is a minimum use of HRIS use in HRD. Online seminars scored a mean of 1.53 with a standard deviation of 1.05, online training scored a mean of 1.68 with a standard deviation of 1.11, virtual learning scored a mean of 1.95 with a standard

deviation of 1.25, work flexibility scored a mean of 1.92 with a standard deviation of 1.19 and work scheduling scored a mean of 1.65 with a standard deviation of 1.10.

Generally, in aluminium and steel manufacturing industry has a small to no extent of use of HRIS in carrying out HRD functions. Employees could make good use of such opportunities to enhance personal and organizational growth.

4.4.6 Health and Safety

Respondents were asked to indicate the extent of use of HRIS in their firms in relation to health and safety based on availability of online safety manuals, online health and safety trainings and e health services. Table 4.11 gives the findings on the analysis of the study.

Table 4.11 Respondents Scores on Health and Safety

Health and Safety	N	Mean	Standard Deviation
Online safety manuals	62	1.98	1.26
Online health and safety training	62	1.82	1.14
E health services .g. online prescriptions, online enquiries	62	1.69	1.12
	62	1.83	1.17

The analysis shows a mean of 1.83 on health and safety. This reveals that on average, employees indicate that their firms use make no use of HRIS in health and safety and if they do, it's a very small extent. They seemed to reveal and agree that their firms have not employed the use of HRIS on matters health and safety as shown by mean of 1.98 and

standard deviation of 1.26 on online safety manuals, mean of 1.82 and standard deviation of 1.14 on online health and safety training and mean of 1.69 and a standard deviation of 1.12 on e- health services.

The analysis above revealed that aluminium and steel manufacturing companies in Nairobi are not adequately using HRIS on health and safety to benefit their employees.

4.4.7 Employment Relations

The study looked at the use of HRIS on employment relations. The respondents were asked to base their views on aspects such as communication in firms, union membership registration as well as industrial relations. Table 4.12 shows the findings of the analysis.

Table 4.12 Respondents Scores on Employment Relations

Employment Relations	N	Mean	Standard Deviation
Communications e.g. e-mails, Internet, Virtual notice boards	62	4.37	1.00
Online union membership registration	62	1.79	1.28
Online industrial relations programs	62	1.87	1.23
	62	2.68	1.17

From the above analysis, there was a mean score of 2.68 on employment relations. This reveals that these firms use HRIS to a small extent. Communication by use of emails, internet and virtual notice boards scored a mean of 4.37 and a standard deviation 1.00, online union membership registration scored a mean of 1.79 and a standard deviation of

1.28 while online industrial relations scored a mean of 1.87 with a standard deviation of 1.23.

The analysis above shows that aluminium and steel manufacturing industries in Nairobi make use of HRIS to a small extent when it comes to employment relations. They however make moderate use of HRIS on communication which scored highly.

4.4.8 Summary of Use of HRIS

The table below shows a summary of the findings of HRIS use by aluminium and steel manufacturing firms in Nairobi. This was obtained by getting an average of the aspects studied under use of HRIS.

Table 4.13 Extent of HRIS Use in Aluminium and Steel Manufacturing Firms in Nairobi

HRIS Use	N	Mean	Standard Deviation
HR Planning	62	2.68	1.49
Recruitment and Selection	62	2.35	1.44
Performance Management	62	2.10	1.24
Compensation Management	62	3.44	1.53
Human Resource Development	62	1.75	1.14
Health and Safety	62	1.83	1.17
Employment Relations	62	2.68	1.17
Overall average of use of HRIS	62	**2.40**	**0.59**

Table 4.13 reveals a summary of findings of the use of HRIS in aluminium and steel manufacturing industries in Nairobi. The findings show a mean of 2.40 and a standard deviation 0.59, which means that employees of these firms have a neutral view on the use of HRIS by firms. Compensation management had the highest score as shown by the mean of 3.44 and standard deviation of 1.53. This means that compensation management is the only aspect well catered for in the use of HRIS in aluminium and steel manufacturing industries in Nairobi. The lowest score was on HRD, which scored a mean of 1.75 and a standard deviation of 1.14.

This means that the respondents held a similar view on the use of HRIS on HRD by the firms and poor employee commitment. There was a similar view on HR planning and employee relations while a small extent of use in recruitment and selection and performance management.

4.5 Employee Commitment

The study aimed at analyzing the influence of HRIS on employee commitment in aluminium and steel manufacturing industry in Nairobi. Employee commitment was held as the dependent variable and to establish the relationship it has with other variables, it was important to get the respondents' perception of their commitment to the their firms. Employee commitment was measured using a five point likert scale statements where 1 was strongly disagree, 2 disagree, 3neutral, 4 agree and 5 = strongly agree.

4.5.1 Affective Commitment

Meyer and Allan (1991) referred to affective commitment as employees' emotional bond to their organization. The study aimed to find out how the respondents are committed to their organizations.

Table 4.14 Respondents Scores on Affective Commitment

Affective Commitment	N	Mean	Standard Deviation
I would be happy to spend the rest of my career with this organization.	62	3.55	0.97
I enjoy discussing my organization with people outside it.	62	3.71	0.91
I really feel as if this organization's problems are my own.	62	3.81	1.05
I do feel like 'part of family' of this organization.	62	4.13	0.88
I do feel 'emotionally attached' to this organization.	62	3.89	0.99
This organization has a 'sentimental value' to me.	62	3.77	1.00
I do feel a strong sense of belonging to this	62	4.03	0.87

organization.			
	62	**3.84**	**0.95**

The overall performance rating of affective commitment was neutral as shown by the mean of 3.84 and a standard deviation of 0.95. The highest score was on feeling like being a part of the family to the organization shown by a mean of 4.13 and a standard deviation of 0.88 followed by a strong sense of belonging to the organization with a mean of 4.03 with a standard deviation of 0.87. The need to complete a career at the organization had the lowest score of a mean of 3.55 and a standard deviation of 0.97.

From the analysis above, respondents feel a strong sense of belonging in the industry they work in as well feel like part of family of the organization. The above findings show that employees in aluminum and steel manufacturing companies in Nairobi have positive emotional commitment to their firms

4.5.2 Continuance Commitment

This relates to employees need to stay at their organization. Continuance committed employees stay with the organization since the organization dictates so. Lack of work alternatives and remuneration are some reasons that make employee want to stay in an organization. Table 4.15 reveals the results of the findings.

Table 4.15 Respondents Scores on Continuance Commitment

Continuance Commitment	N	Mean	Standard Deviation
I am afraid of what might happen if I quit my job without having another one lined up.	62	3.39	1.06
It would be very hard for me to leave this organization right now, even if I wanted to.	62	3.03	1.15
My life would be disrupted if I decided I wanted to leave this organization now.	62	2.79	1.03
Right now, staying with this organization is a matter of necessity as much as desire	62	3.03	1.04
I feel that I have a few options to consider leaving this organization.	62	2.73	1.16
One of the few serious consequences of leaving this organization would be scarcity of available alternatives.	62	3.13	0.98
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-(another organization may not match the overall benefit I have here).	62	3.03	1.09
	62	3.02	1.07

The overall performance rating of continuance commitment was neutral as shown by the mean of 3.02 and a standard deviation of 1.07 the highest score was the fear of what might happen when one quits the current job without another lined up shown by a mean of 3.39 and a standard deviation of 1.06 followed by One of the few serious consequences of leaving this organization would be scarcity of available alternatives with a mean of 3.13 with a standard deviation of 0.98. I feel that I have a few options to consider leaving this organization had the lowest score of a mean of 2.73 and a standard deviation of 1.16.

From the above analysis, respondents have a neutral feeling when it comes to leaving the company without having options lined up for them. They have neutral feelings leaving the organization, staying with the organization and reasons for staying with the organization. They disagree that their lives would be disrupted if they leave the organization. The above findings show that employees in aluminum and steel manufacturing companies in Nairobi have neutral continuance commitment to their firms

4.5.3 Normative Commitment

It relates to how much employees feel they should stay at their organization. Such Employees generally feel that they should stay at their organizations since leaving would have disastrous consequences. Table 4.16 reveals the results of the findings.

Table 4.16 Respondents Scores on Normative Commitment

Normative Commitment	N	Mean	Standard Deviation
I think people these days move from company to company too often.	62	3.47	1.10
I do believe that a person must always be loyal to his/her organization.	62	4.06	0.99
One of the major reasons I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain.	62	3.71	1.22
If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.	62	2.71	1.14
I was taught to believe in the value of remaining loyal to one organization.	62	3.32	1.25
Things were better in the days when people stayed with one organization for most of their career life.	62	2.95	1.35
	62	3.37	1.18

The overall performance rating of normative commitment was neutral as shown by the mean of 3.37 and a standard deviation of 1.18. The highest score was on organizational loyalty as shown by a mean of 4.06 and a standard deviation of 0.99. However, this view is not shared by all respondents as it can be seen by the score of the standard deviation. This was followed by one of the major reasons I continue to work for this organization is

that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain with a mean of 3.71 with a standard deviation of 1.22. If I got another offer for a better job elsewhere I would not feel it was right to leave the organization had the lowest score of a mean of 2.71 and a standard deviation of 1.14

From the analysis in table 4.16, respondents agree with each other when it comes to loyalty to their organizations. These views are scattered and not shared by all respondents in view of the standard deviation. They have neutral feelings and thoughts on job hoping, moral obligation to keep working at the firms they are working for and value of remaining loyal to one firm for some time. They disagree that they would not feel right leaving their current jobs for a better one and that Things were better in the days when people stayed with one organization for most of their career life.

The above findings show that employees in aluminum and steel manufacturing companies in Nairobi have neutral normative commitment to their firms but the views are scattered. Not all employees have neutral normative commitment.

4.5.4 Summary of Employee Commitment in the Aluminium and Steel Manufacturing Industries in Nairobi

Table 4.17 presents the summary of employee commitment in the aluminium and steel manufacturing industries in Nairobi. This was obtained by getting an average of the three aspects of employee commitment.

Table 4.17 Summary of Employee Commitment in Aluminium and Steel Manufacturing Industry in Nairobi.

Employee Commitment	N	Mean	Standard Deviation
Affective Commitment	**62**	**3.84**	0.95
Continuance Commitment	**62**	**3.02**	1.07
Normative Commitment	**62**	**3.37**	1.18
	62	3.41	0.411

The overall rating on commitment was neutral with a mean of 3.41 and a standard deviation of 0.411. The highest score was recorded under affective commitment as shown by a mean of 3.84 and standard deviation of 0.95. This was followed by normative commitment with a mean of 3.37 and a standard deviation of 1.18 and continuance commitment with a mean of 3.02 with a standard deviation 1.07. The results imply that employees in aluminum and steel manufacturing industries in Nairobi have neutral commitment towards their firms and are generally comfortable with the way things work in these firms.

4.6 The Influence of HRIS on Employee Commitment

The study aimed to establish the influence of HRIS on employee commitment in aluminium and steel manufacturing industries in Nairobi. Single regression analysis was used to obtain the relationship by establishing the r coefficients and r square.

4.7 Multiple Regression Model

The study sought to establish the influence of HRIS on employee commitment aluminum and steel manufacturing industry in Nairobi using multiple regression. The factors under investigation were: HR planning, recruitment and selection, performance management, compensation management, human resource development, health and safety and employment relations.

$$Y=\alpha+\beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4+ \beta_5X_5+ \beta_6X_6+ \beta_7X_7+\varepsilon$$

Where:

α =constant

Y = employee commitment

X_1 = HR Planning

X_2 = recruitment and selection

X_3 = performance management

X_4 = compensation management

X_5 = human resource development

X_6 = health and safety

X_7 = employment relations

ε = Stochastic disturbance error term

4.7.1 Single Regression Model Validity

This study sought to determine the ANOVA used to present regression model significance using the mean of the total observations. The findings are in table 4.18.

Table 4.18 Model Validity

Model	Sum of squares	df	Mean square	F	Sig.
Regression	0.017	1	0.0169	0.041	0.847
Residual	2.061	5	0.4123		
Total	2.078	6			

a. Dependent variable; Employee Commitment

b. Predictors: (constant), HR Planning, recruitment and selection, performance management, compensation management, human resource development, health and safety and employment relations. The study sought to investigate the single regression model whether it was valid or not. F statistics was used to determine the model validity. The model shows that HRIS does not significantly influence employee commitment (F= 0.042, P is less than 0.05). This implies that HRIS does not affect employee commitment in aluminium and steel manufacturing industries in Nairobi.

4.7.2 Single Regression Model Summary

The model's goodness of fit statistics was sought by the study. The findings are in table 4.19.

Table 4.19 Model's Goodness of Fit Statistics

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
0.090	0.08	-0.019	0.642

The coefficient of determination as measured by R Square, 8%, shows that HRIS explains only 8% of employee commitment. This means that the stochastic disturbance error term covers 92%.

4.8 Discussion

This section discusses the research findings. The study looked at the extent of use of HRIS and the dimensions used to measure the extent of use of HRIS were HR planning, recruitment and selection, performance management, compensation management, human resource development, health and safety and employment relations. The first area of study was based on extent of use of HRIS in HR planning in aluminum and steel manufacturing industries in Nairobi. The study revealed a small extent use of HRIS in HR planning and more so in the use of HR database. There was less use of HRIS in work

– study methods, analysis of demand and supply of HR as well as succession planning management. Organizations need to improve and equip HR functions with technology in order to implement the use of HRIS in firms. Results from "The Gap Between IT and Strategic HR in the UK" (June 2006) shows a significant disconnect between HR's strategic functions and IT ability to support these business initiatives.

Recruitment and selection was an area of study where the findings revealed that there was use of technology to a small extent in this function more so in online advertising and in job evaluation practices. Johan (2014) advocates that the use of HRIS in recruitment saves time and helps to minimize the recruitment process cost. Therefore, these firms need to make use of technology in recruitment and selection. The study also looked at performance management and found out that there is minimum to no use of HRIS. There seems to a small extent of use of HRIS in use of KPIs and analytics. For compensation management, the aluminium and steel manufacturing companies in Nairobi make use of HRIS to a small extent. This is important as employees are able to constantly first track their compensations and benefits thus maintain trust and transparency with the firms.

The study also looked at human resource development use of HRIS and it revealed that these companies have a small to no extent of use of HRIS in carrying out HRD functions. Employees could make good use of such opportunities to enhance personal and organizational growth. The use of technology in HRM often builds organizational and human capital. The use of HRIS in health and safety revealed that aluminium and steel manufacturing companies in Nairobi are not adequately using HRIS on health and safety

to benefit their employees. The use of HRIS in employment relations was shown to be in use to a small extent when it comes. They however make moderate use of HRIS on communication which scored highly. Kovach et al. (1999) in their study, argued that HRIS that gathers information faster at lower costs required maintaining internal relation among employees and employers. Further, another study conducted by Batool et al. (2012) found that HRIS allows HR people to access quickly to information and response on time.

Employee commitment was the dependent variable in the study and was studied based on affective commitment, continuance commitment and normative commitment. The study revealed that employees in these firms have neutral commitment to their firms, neither weak nor strong. Simple regression analysis was used to test the influence of HRIS on employee commitment in aluminium and steel manufacturing industries in Nairobi. The model was tested and it was found that HRIS does not significantly influence employee commitment.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings of the research generated from data analysis. It gives a conclusion of the study in line with the objective. It finally gives recommendations and suggestions for further studies. The research objective was to determine the influence of HRIS on employee commitment in aluminium and steel manufacturing industries in Nairobi.

5.2 Summary of Findings

The study revealed that the highest number of employees in the aluminium and steel manufacturing industries in Nairobi are male. This could be attributed to the nature of work involved in these firms which is mostly tiresome and hazardous in nature and would not favor females in most cases. It occurs that females might have a negative attitude towards these manufacturing firms since the research cut across all cadres. Most employees working in these firms are aged between 32 – 41 years old. This could be attributed to the fact that employees at this age bracket are more settled in their careers and tend to commit to a job/ organization for a period of time. A majority of employees, up to 29% have worked for these firms for up to 6 years. This could be attributed to the fact that a large number of employees are middle aged and considered to be settling in jobs for longer than the younger generation of employees between 18 – 25 years who are just starting out in their careers. The study also revealed that most employees in the

aluminium and steel manufacturing industries in Nairobi are graduates who possess necessary skills needed in these industries.

The study looked at the extent of use of HRIS and the dimensions used to measure the extent of use of HRIS were HR planning, recruitment and selection, performance management, compensation management, human resource development, health and safety and employment relations. The first area of study was based on extent of use of HRIS in HR planning in aluminum and steel manufacturing industries in Nairobi. The study revealed that there was a small extent use of HRIS in HR planning and more so in the use of HR database. There was less use of HRIS in work – study methods, analysis of demand and supply of HR as well as succession planning management.

Recruitment and selection was an area of study where the findings revealed that there was use of technology to a small extent in this function more so in online advertising and in job evaluation practices. Therefore, these firms need to make use of technology in recruitment and selection so as to provide relevant background information on the job. The study also looked at performance management and found out that there is minimum to no use of HRIS. There seems to a small extent of use of HRIS in use of KPIs and analytics. For compensation management, the aluminium and steel manufacturing companies in Nairobi make use of HRIS to a small extent. This is important as employees are able to constantly first track their compensations and benefits thus maintain trust and transparency with the firms.

The study also looked at human resource development use of HRIS and it revealed that these companies have a small to no extent of use of HRIS in carrying out HRD functions. Employees could make good use of such opportunities to enhance personal and organizational growth. The use of HRIS in health and safety revealed that aluminium and steel manufacturing companies in Nairobi are not adequately using HRIS on health and safety to benefit their employees. The use of HRIS in employment relations was shown to be in use to a small extent when it comes. They however make moderate use of HRIS on communication, which scored highly.

Employee commitment was the dependent variable in the study and was studied based on affective commitment, continuance commitment and normative commitment. The study revealed that employees in these firms have neutral commitment to their firms, neither weak nor strong. Single regression analysis was used to test the influence of HRIS on employee commitment in aluminium and steel manufacturing industries in Nairobi. The model was tested and it was found that HRIS has no significant influence on employee commitment.

5.3 Conclusion

A committed employee is of great value to any organization as they need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011). Committed employees save their organization costs of recruiting, training and developing new staff as they remain within the organization. There is no general agreement as to what can increase or promote an employee's commitment to the organization as every organization is different from another as well as employees (Hurter, 2008). From the research findings,

it can be concluded that there is no major influence of HRIS on employee commitment in the aluminum and steel manufacturing industry in Nairobi. This could be due to the fact that these firms have not made use of HRIS to a great extent and employee commitment is generally neutral.

5.4 Recommendations

The aluminium and steel manufacturing industries in Nairobi should first adopt and implement HRIS to a large extent in order to realize the benefits that come with the use of the system. Top management at aluminium and steel manufacturing industries should recognize the value of HR departments and embrace the use of HRIS in their firms to increase efficiency, promote human resource planning and development as well as improve performance and commitment. This way, employees will be aware of the system and benefit from the implementation and use. They will then be able to rate the use of the system with their commitment to their organizations. From the research, its clear that most of the companies barely make use of HRIS in their HR practices. Therefore, the study could not establish a direct influence of HRIS on employee commitment. Aluminium and steel manufacturing industries should also give great importance to HR function in the firms as they play crucial role in increasing efficiency and production thus boosting competitive advantage.

5.5 Limitations of the Study

In the process of performing the research study, some limitations were encountered. The study concentrated on aluminium and steel manufacturing industry in Nairobi. This means that the findings may not be generalized to same industries in Kenya or any other regions as those firms could be more advanced and making use of HRIS to a great extent. The findings can only be restricted to Nairobi firms. There are also many firms in Nairobi but not all were included in the study due to time factor, willingness of organizations to reveal the state of their organizations perhaps to existing and potential competitors. Some organizations were also not willing to take part in the study citing lack of HRIS systems in place and lack of proper HR systems in place. Some respondents did not seem to understand the whole concept of HRIS and as such, found it difficult to fully participate in the study. In the process of the study, it was noted that most of the aluminium and steel manufacturing industries in Nairobi are family businesses and hence fully managed by the sole owners who make final and critical decisions without consultation from professionals.

5.6 Suggestions for Further Research

Future studies in the aluminium and steel manufacturing industry in Nairobi should analyze level of implementation, use and challenges of HRIS before engaging the employee commitment or any other factors related to the employees and HRIS since there is a still a gap on the implementation and use of HRIS by these firms. There is a need to further analyze the levels of employee commitment in these firms especially since the scores from this research only show neutral levels of commitment.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

Please answer the following questions in the spaces provided.   The information provided shall be used in the study and NOT any other *use. Your responses shall be treated confidential*

SECTION I: GENERAL

1. Name of organization……………………………………………..

2. When was your organization established?...

3. Department……………………………………………………..

4. What is your role/ position in the organization?...

5. Gender: Male   (   )   Female   (   )

6. Please indicate your age bracket

    a. 18 – 25 years ( )

    b. 26 – 31 years ( )

    c. 32 – 41 years ( )

d. 42 – 49 years   ( )

e. Over 50years   ( )

7. How long have you worked for this organization?..

8. What is your level of education?..

9. Please tick the classification of your organization.

i. Stainless steel sheets

ii. Stainless steel rods

iii. Tubes

iv. Wires

v. Pipes

vi. Roofing Sheets

vii. Cookware

Other (please specify) …………………………………………………………………

SECTION TWO:

Indicate the extent to which your organization has applied HRIS in the following in human resource management practices. Where 1 =no extent, 2 = to a small extent, 3 = to some extent, 4 = to a moderate extent and 5 = great extent (Tick where appropriate)

NO.	EXTENT	1	2	3	4	5
	HR PLANNING					
1.	Use of human resource database					
2.	Encouraging work – study method					
3.	Analysis of demand and supply of HR resources					
4.	Succession planning management					
	RECRUITMENT & SELECTION					
1.	Online advertising					
2.	Online interviews e.g use of psychometrics					
3.	Online selection					
4.	Job evaluation e.g. job description database, job specification database					
	PERFORMANCE MANAGEMENT					
1.	Online appraisal reports,					
2.	Video conferencing interviewing					
3.	Use of KPIs and performance analytics					
4.	Online job evaluation procedure					
	COMPENSATION MANAGEMENT					
1.	Online payment,					

2.	Online salary processing					
3.	Online benefits tabulation and contributions					
	HUMAN RESOURCE DEVELOPMENT					
1.	Online seminars					
2.	Online training					
3.	Virtual learning					
4.	Work flexibility e.g. virtual offices, home working					
5.	Work scheduling e.g. online job rotation					
	HEALTH AND SAFETY					
1.	Online safety manuals					
2.	Online health and safety training					
3.	E health services .g. online prescriptions, online enquiries					
	EMPLOYMENT RELATIONS					
1.	Communications e.g. e-mails, Internet, Virtual notice boards					
2.	Online union membership registration					
3.	Online industrial relations programs					

SECTION THREE:

A: AFFECTIVE COMMITMENT

Indicate the degree of your commitment to your organization.

Where 1 =strongly disagree, 2 = disagree, 3= neutral, 4= agree and 5 = strongly agree

(Tick where appropriate)

NO		1	2	3	4	5
1.	I would be happy to spend the rest of my career with this organization.					
2.	I enjoy discussing my organization with people outside it.					
3.	I really feel as if this organization's problems are my own.					
4.	I do feel like 'part of family' of this organization.					
5.	I do feel 'emotionally attached' to this organization.					
6.	This organization has a 'sentimental value' to me.					
7.	I do feel a strong sense of belonging to this organization.					

B: CONTINUANCE COMMITMENT

Indicate the degree of your commitment to your organization.

Where 1 =strongly disagree, 2 = disagree, 3= neutral, 4= agree and 5 = strongly agree

(Tick where appropriate)

NO		1	2	3	4	5
1.	I am afraid of what might happen if I quit my job without having another one lined up.					
2.	It would be very hard for me to leave this organization right now, even if I wanted to.					
3.	My life would be disrupted if I decided I wanted to leave this organization now.					
4.	Right now, staying with this organization is a matter of necessity as much as desire					
5.	I feel that I have a few options to consider leaving this organization.					
6.	One of the few serious consequences of leaving this organization would be scarcity of available alternatives.					
7.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-(another organization may not match the overall benefit I have here).					

C: NORMATIVE COMMITMENT

Indicate the degree of your commitment to your organization.

Where 1 =strongly disagree, 2 = disagree, 3= neutral, 4= agree and 5 = strongly agree

(Tick where appropriate)

NO		1	2	3	4	5
1.	I think people these days move from company to company too often.					
2.	I do believe that a person must always be loyal to his/her organization.					
3.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain.					
4.	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.					
5.	I was taught to believe in the value of remaining loyal to one organization.					
6.	Things were better in the days when people stayed with one organization for most of their career life.					

APPENDIX 2: ALUMINIUM AND STEEL MANUFACTURING INDUSTRIES IN NAIROBI

1. Hardwood & Engineering Works
2. Devki Steel
3. Joshi Steel
4. Epco Builders
5. Mabati Rolling Mills
6. Insteel Limited
7. Apex Steel
8. Maisha Mabati Mills
9. ASL Ltd
10. Steel Structures Ltd
11. Kaluworks Limited
12. Varsani Aluminium & Glazing Limited
13. Tuff Steel Limited
14. Sheffield Steel Systems
15. Royal Mabati Factory Ltd
16. Modern Casement Ltd
17. Booth Extrusions
18. Doshi & Company
19. Metco Limited
20. Kens Metal Industries
21. Tononoka Group
22. Kamco Stainless Steel Works Ltd
23. Desbro Engineering Limted
24. Athi River Steel Plant
25. Khetshi & Dharamshi Co. Ltd
26. Safal Building Systems
27. Steelwool Africa
28. Blue Nile Wire Products
29. Eco Steel Africa
30. Metal Crowns Ltd
31. Nail and Steel Products Ltd
32. Zenith Steel Fabricators
33. Wire Products Ltd
34. Steel Makers Ltd
35. Friendship Containers
36. Welrods Ltd
37. Nempak

Source: KAM 2017/2018