

Evaluating the Impact of ICTs on HR Service Delivery: A Case of Barclays Bank Zambia

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Abstract—The study aimed at evaluating the impact of ICTs on human resource delivery in Barclays Bank PLC Zambia. The methods used for the study were both qualitative and quantitative. Questionnaires and interviews were the main tools used to collect data. Existing literature was also reviewed on similar studies and it was revealed through literature that there has been an increase in the usage of ICTs for purposes of human resource service delivery. The results from the study showed that Barclays Bank PLC Zambia has widely adopted the use of ICTs in delivering human resource services. The study revealed that the available ICT tools are not adequately and efficiently utilized to provide a better service to the employees in the bank. The paper therefore proposes a framework the bank can adopt to attain the full potential benefits of ICTs.

Index Terms—information and communication technologies (ICTs), Barclays bank PLC Zambia, human resource management system (HRMIS)

I. INTRODUCTION

In recent years globalization has led to increased competition in both domestic and world markets. Most organizations have responded to the competitive landscape by deploying information and communication technology (ICT) to achieve efficiency, effectiveness, quality and competitive advantage. Maintaining competitive advantage in the market place requires organizations to utilize its three main resources namely organizational, physical and human resource efficiently in order to make profit and survive. Reference [1] recommends the emphasis on human resource out of the three main resources in order to gain competitive advantage in the market place. Reference [2] makes a similar observation that human resource is one of the crucial resources which business largely depends on.

The revolution of ICT has greatly enhanced this information through computerized Human resource management information system (HRMIS). The purpose of HRMIS is to reduce on cost, time and improve communication thereby creating environment in which the human resource department will play a more strategic role in the organization. Reference [3] makes an

observation that, human resource is an important determinant of productivity in the service sector than the manufacturing sector. While the benefits of ICT in organizations cannot be disputed, there are several concerns about its success as well as the strategies to be adopted in implementation of systems in various countries [4]. Reference [5] observes that there is a big difference between ICT implementation and use between developed and developing countries. Although there has been a marked increase in the use and investment in ICT in Barclays bank Zambia; little has been done to analyze the impact of HRMIS on human resource management service delivery [3].

Barclays is the major financial service provider with an extensive presence in Europe, America, Asia and Africa. The bank operates in over 50 countries and is one of the largest employers worldwide [6]. Barclays bank Zambia has embraced the use of HRMIS and it uses it to serve the employees and clients more cost effectively [7]. This research attempts to look at the impact of HRMIS on human resource management function at Barclays bank Zambia PLC.

The rest of the paper is organized as follows: Section II reviews literature, Section III presents the research, Section VI gives the proposed HRMIS implementation model and Section VII gives the conclusion.

II. LITERATURE REVIEW

Reference [8] investigated the extent and comparative impact of the use of HRMIS on human resource functions in organizations from different sectors in Turkey. Based on the survey data, the results firstly indicated that HRMIS had a significant impact on all sectors in terms of management and planning tasks and, secondly, the type of information technology used varies significantly for the tasks of recruitment, and maintenance and development functions.

Reference [9] investigated the factors that affect the acceptance and effectiveness of HRMIS Technology and the findings were that HRMIS has positive impact on human resource process. The research although failed to point out which areas of human resource process had positive impact.

Reference [10] examined the possible influence of HRMIS on the roles and effectiveness of the Human resource functions. The study discovered that HRMIS increases organization efficiency, for instance, they give great freedom and increase the ability for individuals accessing information. The research methodology used, where the sample only involved senior managers was not inclusive, other players like ordinary employees would have been considered to avoid biasness.

Reference [11] studied the impact of HRMIS investment on productivity for large German establishments. The data indicated that HRMIS investment substantially increases the average productivity of German establishments. The limitation of the study was that the corresponding size of the HRMIS investment was not known, the only thing known was whether or not an establishment invested in HRMIS.

Reference [12] investigated HRMIS on system practices in the State Bank of Pakistan. The study identified that e-Human resource management practices are not yet fully visible in Pakistan. The major limitation of the study was that the researcher kept its focus on already available literature which did not provide any evidence from Pakistan.

Reference [13] studied the impact of HRMIS on human resource function in Australia, the result showed that electronic-human resource not only reduces process and administration cost, but can speed up transaction process, reduce information errors and improve the tracking and control of human resource actions. The research failed to show areas which had a positive and negative impact.

Reference [14] carried out a survey in a number of organizations using web- based technology in the recruitment of employees and the result showed that the technology helps organisations attract a stronger and more diverse applicant pool. However, there were pitfalls discovered during survey, that electronic- recruitment may increase application quantity but not quality.

Reference [15] showed that properly integrated HRMIS is the key to the evolution of the human resource system. The result of the research failed to show areas of human resource management which benefited as a result of HRMIS and that could lead to human resource becoming more strategic.

The World Bank carried out a study on how to scale up effort of services delivery in different sectors of Zambia. The result showed that lack of proper HRMIS in dealing with human resource functions has contributed to the inefficient way the services are delivered. In many cases in government sectors, Human Resources Management policies, practices and procedures are found to be over centralized fragmental and bureaucratic, as such radical reform in information and communication system is cardinal to bring up efficiency, lower cost of delivery and effectiveness. Although the research was general the research tried to show the impact of information technology on organization performance including human resource functions [16].

The survey which was carried out on the role of HRMIS in the banking sector in Zambia showed that HRMIS has positively impacted the banking sector through reduced cost, efficient human resource management and service delivery. However there is still room for improvement in management of ICTs to enable the banking sector to reach their full potential. [17]

III. RESEARCH METHODOLOGY

This chapter outlines the methodology used for the study. The data collection, an overview of data analysis and the discussion of the results is presented.

A. Data Collection

The study was carried out in Barclays bank Zambia which comprises of managers in human resource department and employees'. However the study was mainly restricted to the Copperbelt province of Zambia. Purposive sampling was used; the essence was to select the respondents who are rich in information for in depth analysis related to the central issue being studied. A total of 74 questionnaires were distributed to both employees and managers with a response rate of 82%.

B. Data Analysis

TABLE I. THE INVESTIGATED AREAS AND THE CORRESPONDING RESULTS

Investigated areas	Percentage ratings			Small extent %	No extent %
	Very Great extent %	Great extent %	Moderate extent %		
usage	79.6	10.2	6.1	4.1	0
Competence	14	40	34	12	0
Efficiency	30	56	2	12	0
Competitive	22	40	36	2	0
staff satisfaction	44	30	18	8	0
staff training	18	46	22	12	2
security of personal data	12.5	16.7	37.5	12.5	20.8
Challenges of using	10	26	42	16	6

The study invested the following and the results are as shown in Table I:

- The frequency of usage of the HRMIS by employees.
- Whether staff in human resource department has the required competence to use HRMIS tools on human resource service delivery.
- Whether the use of HRMIS has improved the efficiency of services offered by staff in human resource department.
- The extent to which the use of HRMIS on human resource management services has made the organization more competitive.
- Whether the employee were satisfied with the services offered by staff in human resource

department as a result of implementing the HRMIS.

- The extent to which employees felt secured storing their personal data using HRMIS.
- The extent to which employees faced challenges in using HRMIS on human resource service delivery.

C. Discussion

The findings of the results showed that Barclay Bank Zambia PLC use HRMIS more often on human resource management service delivery. The results are in line with conceptual frame work and the research conducted in Turkey which showed that they had been increase in the use of HRMIS on human resource management services [8]. Furthermore the findings indicated that below average of the employees have the required expertises to effectively operate HRMIS. These results are in line with the other results which showed that there is inefficiency in the use of HRMIS by staffs in human resource Department.

The finding further revealed that the research conducted on employees showed that below average of the employees feel that HRMIS has improved the efficiency of service offered by staff in human resource department. Furthermore, the research conducted on employees revealed that above average of employees feel that HRMIS has made the organization competitive. These results support the literature review. The findings further revealed that slightly above average of the employees are satisfied with services offered by staff in human resource department. These results are in support of conceptual framework which shows that efficient use of HRMIS will result in employee satisfaction. The

findings of the research further revealed that above average of the employees on whom the research was conducted felt that training in Barclays Bank Zambia PLC has improved as a result of the use of HRMIS.

The result showed that 50% of the employees felt their expectations have been met in terms of service delivery as a result of the use of HRMIS. The finding further showed that HRMIS has decreased the time spent on communicating information to employees by staff in HR department. The results support the research which was conducted in Australia [13].

The finding further indicated that above average of the employees felt that HRMIS had improved the ability to disseminate information by staff in human resource department. The results are in support of the study done by [10]. The study further indicated that slightly above average of the employees felt that they do not face challenges in the use of HRMIS on human resource management service delivery. Finally the results indicated that slightly above average of the employees felt that they had more access to information as a result of the use of HRMIS.

IV. HRMIS IMPLEMENTATION MODEL

The conceptual model developed in this paper contains constructs that have demonstrated theoretical support, based on a number of researches done in this area in different developed and developing countries, particularly on ICT and human resource delivery. The model examines how HRMIS has impacted Human resource management service delivery. The conceptual model is shown in Fig. 1 below:

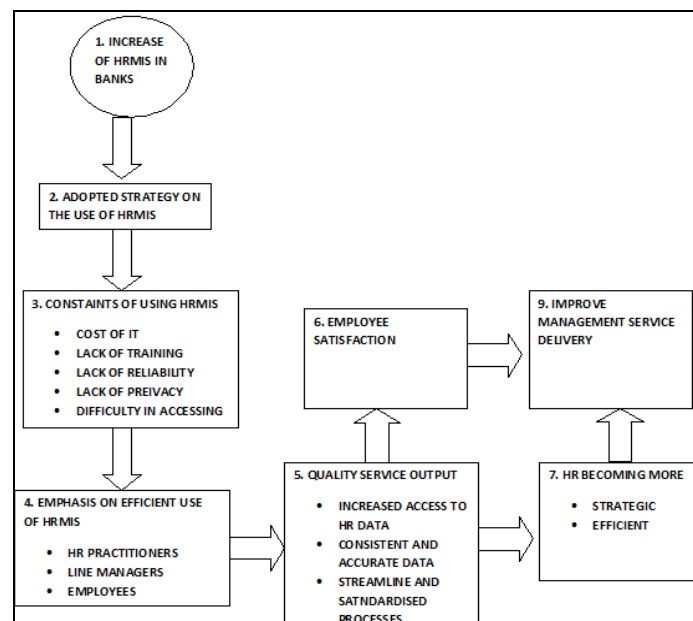


Figure 1. A schematic diagram of the conceptual framework.

The schematic diagram of the theoretical framework below is used to show the relationship between the dependent and independent variables. Human resource

becoming more efficient and strategic is the dependent variable in this research. The model has tested six independent variables:

- Increase use of HRMIS by Banks: Frame 1 shows the increase in the use of ICT in the banking sector needed.
- Adopted strategy on the use of HRMIS: Frame 2 shows the mechanism the bank should put in place to use HRMIS tools.
- Constraints of using HRMIS: Frame 3 shows the challenges involved in using HRMIS tools within banks
- Emphasis on efficient use of HRMIS: Frame 4 shows the emphasis on efficient use of HRMIS as a result of challenges.
- Quality service output: Frame 5 shows good quality service output as a result of emphasis on efficient use of HRMIS tools which will result in many benefits.
- Employee satisfaction: Frame 6 shows employees' satisfaction as a result of quality service output
- Becoming more efficient and strategic: Frame 7 shows human resource management becoming more efficient and strategic.
- Achieving the Human Resource delivery aim: Frame 8 shows the human resource practitioners achieving their aim of providing improved human resource management service delivery.

V. CONCLUSION

The study established that HRMIS has impacted positively on human resource management service delivery in Barclays bank Zambia PLC. The study as also revealed the lack of efficiency in the way services are delivered despite using HRMIS. Based on the main findings, the general conclusion has been that HRMIS has impacted human resource management service delivery in many ways in terms of usage, coordination and ability to disseminate information.

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