EXAMINING THE INFLUENCE OF MANAGEMENT INFORMATIONSYSTEMSONEMPLOYEE PERFORMANCE: A CASE OF HOFOKAM MICRO FINANCE INSTITUTION HOIMA BRANCH

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Declaration

I Nakintu Judith declare that this information is truly my effort. However, I give due respect and acknowledgment to the authors and presenters whose work I referred to, as identified in the references.

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Approval

This research proposal has been prepared and submitted for further examination with the approval of my supervisor:

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Of supervisor

Dedication

I dedicate this dissertation my parents; my father Mr. Nyabwana Jude, my mother

Mrs. Kutusa Eva's, my brothers; Simon, David, Lucian, Martin, my sisters; Ritah, Laura and Esther plus friends and relatives.

Acknowledgment

I would like to express my deepest gratitude to my supervisor, Mr. Kabanda Martin, for his unwavering support, guidance, and valuable feedback throughout this research. His expertise and encouragement were crucial in the successful completion of this study.

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Lastly, I wish to thank my family and friends for their constant encouragement and emotional support during this journey. Their belief in me motivated me to complete this work successfully.

Table of Contents

List of Tables

List of Figures

Acronyms

UCU - Uganda Christian University

MIS – Management Information Systems

FMIs – Financial Management Information Systems

ICT – Information and Communication Technology

SMMEs – Small, Medium, and Micro Enterprises

GDP – Gross Domestic Product

HRM – Human Resource Management

IT – Information Technology

KPIs – Key Performance Indicators

R&D – Research and Development

NPO – Non-Profit Organization

TQM – Total Quality Management

ISO – International Organization for Standardization

SPSS – Statistical Package for the Social Sciences

ICT4D – Information and Communication Technology for Development

ROI – Return on Investment

KPI – Key Performance Indicator

Q&A – Questions and Answers

SMEs – Small and Medium Enterprises

ERP – Enterprise Resource Planning

Abstract

This research examines the influence of Management Information Systems (MIS) on employee performance at Hofokam Microfinance Ltd, Hoima Branch, highlighting the role of MIS in enhancing organizational efficiency and productivity. A mixed-methods approach was utilized, combining qualitative and quantitative techniques. A survey was distributed among employees to assess their interaction with MIS and its perceived effects on their tasks. In-depth interviews with management explored the strategic role of MIS in decision-making and organizational management. The study found that MIS positively influences employee performance by improving task completion speed and accuracy through real-time data access. Employees reported enhanced data management, reduced errors, and improved customer interactions. Adequate training and a user-friendly interface were critical for maximizing MIS benefits, as trained employees navigated the system more effectively.This research underscores the significant role of MIS in microfinance institutions, recommending ongoing investment in MIS infrastructure, regular staff training, and system updates to optimize employee performance and enhance organizational success. The findings contribute to understanding how MIS can support operational efficiency and decision-making in the microfinance sector.

CHAPTER ONE

1.0 INTRODUCTION:

In modern organization management, MIS play an indispensable role in shaping efficiency and productivity, and decision-making procedures. It has also sparked the interest of a host of researches regarding how MIS influences employee performance and how such influences affect firms across industries, even into the Microfinance sector.

In the context of HOFOKAM Microfinance Institution in Uganda, understanding how the implementation and utilization of MIS influence employee performance is essential for optimizing operational processes and achieving organizational goals. HOFOKAM, as a prime micro-finance institution in Uganda, provides a compelling case study to explore the intricate relationship between MIS and employee performance in a developing country setting. MIS is the combination of technologies, tools, and systems to collect, process, store, and distribute information in order to assist the functions of an organization. The application of MIS effectively often creates operational efficiency, better accuracy in data, and more defined communication within the firm. In the micro-finance segment, where quick and accurate information is imperative for serving clients roll over quickly and managing financial resources properly, the role of MIS in improving employees' performance becomes most essential.

Studies have proven that a well-designed MIS leads to efficiency, productivity, optimum resource allocation, and better decision-making processes among employees (Bose, 2013; Asemah et al., 2017). The relevance of this study with regard to investigating the impact of MIS on employee performance in the context of HOFOKAM Microfinance Institution of Uganda, which implies that technology adoption is basic to its competitiveness while meeting the clients' needs, is very important. It discusses the use of MIS tools and systems in HOFOKAM, evaluates the impact of those MIS tools and systems on employee productivity, identifies probable challenges, and examines the scope for improvement to make a valuable contribution to the area of microfinance and organizational management.

The findings of this research can inform strategic decisions regarding technology investments, training programs, and process improvements to enhance employee performance and drive sustainable growth at HOFOKAM and similar micro-finance institutions in Uganda and beyond.

1.1 BACKGROUND OF THE STUDY

1.1.1 Historical Background

The influence of MIS on employee performance has become a key area of study within the discipline of information systems and organizational performance.

Management Information Systems, which are designed to manage and process information to support decision-making and control in organizations, have evolved considerably over the past few decades.

MIS can be traced back to the 1960s when organizations started using computer systems for data processing and managing their business operations. The first MIS was on TPS, which automated routine and repetitive tasks, such as payroll and inventory management (Laudon & Laudon, 2017). These systems were simple data processors but had little impact on managerial decision-making and organizational performance.

In the 1980s and 1990s, the development of more advanced MIS was triggered by the technological advancements in personal computers and networked systems. These included Decision Support Systems (DSS) and Executive Information Systems (EIS), which provided managers with enhanced analytical capabilities to make more informed decisions based on comprehensive data analysis (O'Brien & Marakas, 2011).

The late 1990s and early 2000s had a breakthrough of Enterprise Resource Planning systems, which integrate more than one business process or function under one system. These systems have access to real-time data, hence improving coordination across departments to make the organizations more efficient and effective in performance (Monk & Wagner, 2012).

Microfinance institutions have been critical in the provision of financial services to underserved populations, especially in developing countries. In Uganda, micro-finance institutions such as HOFOKAM are essential in financial inclusion and supporting small and medium enterprises (SMEs) (CGAP, 2011). The implementation of MIS in MFIs has helped improve the operational efficiency, reduced costs, and improved service delivery.

MIS can enhance employee performance as it gives the right and timely information to employees. It allows better decision-making and minimizes the time taken and efforts required for doing routine work. Effective MIS can improve communication and coordination among employees, which helps in enhancing productivity and satisfaction at the workplace (Petter, DeLone, & McLean, 2013).

In the context of HOFOKAM, an examination of the impact of MIS on employee performance would entail how the system supports employees in their daily tasks, improves data accuracy, and enhances overall organizational efficiency. This research can provide valuable insights into the role of MIS in enhancing the performance of micro-finance institutions in Uganda.

1.1.2 CONTEXTUAL BACKGROUND

HOFOKAM is one of the biggest micro-finance institutions in Uganda, whose mission is to provide financial services to the economically active poor in rural areas, especially in the Western regions of Uganda. HOFOKAM was founded in 2003 with the mission of promoting financial inclusion, supporting the growth and sustainability of small and medium enterprises, salaried income earners, and startups (HOFOKAM, 2023).

The micro-finance sector in Uganda plays a critical role in enhancing financial inclusion and supporting economic development. Microfinance institutions (MFIs) provide essential financial services to segments of the population that are often underserved by traditional banks, including low-income households and SMEs. According to the Bank of Uganda, the micro-finance sector has grown significantly over the past two decades, contributing to poverty reduction and economic empowerment (Bank of Uganda, 2022).

HOFOKAM has focused its offerings to cater mainly to the SMEs, salaried employees, and several start-ups. The institution hosts more than 400 customers it provides savings, loans and insurance products. The provision of this institution's financial products is designed to meet the customers' specific needs to either invest in their business activities, cash flow management as well as hedge financial risk (HOFOKAM Annual Report, 2022).

Management Information Systems are at the heart of effective functioning and management of microfinance institutions. MIS can enable several functions to include data management, processing transactions, financial reporting, and customer relationship management. MIS automates routine operations and allows access in real-time to financial information, which enables efficiency, accuracy, and decision-making in operations (Laudon & Laudon, 2017). MIS is installed in HOFOKAM to ensure effective operation in the provision of services. It handles customer information, accounts for distribution and collection of loans, produces financial reports, and ensures proper communication between its staff. MIS enables HOFOKAM to optimize performance by employees, better quality of service for customers, and increasing the general organizational effectiveness (HOFOKAM Annual Report, 2022). In the context of HOFOKAM, MIS can significantly influence employee performance by providing timely and accurate information, reducing the time and effort required for routine tasks, and improving communication and collaboration among employees. Enhanced MIS capabilities can lead to higher productivity, better decision-making, and increased job satisfaction among

employees (Petter, DeLone, & McLean, 2013).

1.1.3 Theoretical Background

This brings in the Task-Technology Fit (TTF) theory that was developed by Goodhue and Thompson in 1995. TTF provides theoretical basis for understanding the role of IS in employee performance. TTF theory basically states that the effectiveness of an IS is dependent on how much the technology supports tasks that it is meant to aid in. This would point towards aligning task requirements with the capabilities of technology, so that the benefits from IS are realized. Key features of the TTF model lie in three parts: namely, Task Characteristics, Technology Characteristics, Task-Technology Fit and Utilization.

The task characteristics consist of those features of the tasks that must be carried out by the employee, these include the complexity, structure or interdependence of the tasks; Information system characteristics consist of information system features like functionality, usability, and reliability.

Task-Technology Fit is how well the technology supports task requirements, and Utilization is the extent to which employees use the information system. All these components determine the performance of employees about efficiency, effectiveness, and job satisfaction.

In the case of HOFOKAM, the MIS is designed to manage client data, track financial transactions, generate reports, and facilitate communication among employees. It is important to understand the fit between these technological capabilities and the specific tasks performed by employees to determine whether the MIS is enhancing employee performance.

The range of tasks in the Task Characteristics of HOFOKAM ranges from the processing of loan applications to client account management, financial report generation, and communication with clients and colleagues.

Such tasks require data to be handled appropriately, information retrieved speedily, and transactions processed promptly. The Technology Characteristics of the MIS at HOFOKAM are those functionalities such as storage and retrieval of data, automatic handling of transactions, report generation, and communication tools.

The system is developed with usability and reliability, such that the employees can get on with their jobs with much efficiency. In order to obtain a strong task-technology fit, MIS at HOFOKAM has to effectively support specific tasks performed by its employees.

It is accurate and timely information, automation of routine tasks to reduce workload, and efficient communication and collaboration

The chances of using the system by the employees are higher if the MIS is well-aligned with the requirements of the task. The above positive performance outcomes will be produced, including productivity improvement, better decisions,

fewer errors, and satisfaction with jobs. An employee will be able to spot the potential defaults and make a good management of credit portfolios. This will improve employee performance. Empirical studies have validated the TTF theory in various contexts. For example, Zigurs and Buckland (1998) reported that task-technology fit is a critical determinant of the success of group support systems. Similarly, Goodhue and Thompson (1995) showed that task-technology fit positively influences user attitudes and performance. Such studies validate the fact that matching technology capabilities with the requirements of tasks is crucial for positive outcomes. For instance, the application of TTF theory in the case of HOFOKAM could help identify exactly how much the MIS supports employees with their tasks and the strength of this alignment on their performance. By identifying such factors as system usability, task complexity, and employee training, the study can offer actionable recommendations that are likely to allow optimizing implementation processes of MIS and improving employee performance. In general, the theory of Task-Technology Fit is a very good framework for understanding how MIS can influence employee task performance. It helps organizations in optimizing the design and implementation of information systems for the best possible support of employees' tasks in order to produce the desired outcomes: improved performance.

1.2 Problem statement

Management Information Systems (MIS) are critical tools that support operational efficiency, enhance decision-making, and improve service delivery in Microfinance Institutions (MFIs). They are widely acknowledged for their potential to reduce transaction costs, streamline processes, and improve portfolio management (Couchoro, 2016; Waterfield & Ramsing, 1998). In recognition of these benefits, HOFOKAM Microfinance Institution has made significant investments in MIS over the years to strengthen its operational capabilities and enhance employee performance.

However, despite the adoption and implementation of MIS, HOFOKAM continues to face persistent performance-related challenges. Available internal data indicate only a 15% reduction in the time taken to handle loan applications and a 10% decrease in response times to customer service inquiries, which are relatively modest improvements given the level of investment in these systems. These figures raise concerns about the actual effectiveness of MIS in enhancing employee productivity and operational outcomes at the institution.

Although extensive research exists on the role of MIS in organizational performance, there is limited empirical evidence specific to the Ugandan microfinance sector, particularly regarding how different components of MIS—data management systems, information processing systems, and decision support systems—influence employee performance. This lack of contextualized research creates an empirical gap that this study seeks to address by examining the influence of MIS on employee performance at HOFOKAM Microfinance Institution.

1.3 General objective.

To examine the influence of management information systems on employee performance in HOFOKAM micro finance institution.

1.3.1 Specific Objectives:

1. To assess the effects of data management systems on employee performance at HOFOKAM Microfinance Institution.

2. To evaluate the effect of information processing systems on employee performance at HOFOKAM Microfinance Institution.

3. To assess the effect decision support systems on employee performance at HOFOKAM.

1.4 Research Questions:

1. How does the effect of data management affect employee performance at HOFOKAM micro-finance institution.

2. How does the effect of information processing systems affect employee performance at HOFOKAM micro-finance institution.

3. How do decision support systems affect employee performance at HOFOKAM micro-finance institution.

1.5 Purpose of the study

Management information systems were essential for the smooth operation of organizations, as they provided adequate and timely information for decision-making processes. In a micro -finance institution like HOFOKAM, where efficient management of financial resources and customer data was crucial, MIS systems had a significant impact on employee performance. These systems enabled employees to access up-to-date information, perform their tasks efficiently, and contribute to increased productivity, ultimately leading to improved organizational performance.

The purpose of this study was to examine the influence of management information systems on employee performance within HOFOKAM. Researching how the implementation of MIS affected productivity, job satisfaction, and overall employee performance aimed to highlight the importance of adopting technology to achieve organizational goals. Understanding the impact of MIS on employee performance in a micro-finance context not only enriched the existing body of knowledge but also provided practical recommendations for enhancing operational efficiency and effectiveness in similar organizations.

1.6 Study scope

1.6.1 Geographical Scope:

This case study examined the influence of management information systems on employee performance at HOFOKAM Microfinance Institution in Uganda. It covered the operations and impact of these systems across various HOFOKAM branches in different regions of Uganda,

including, but not limited to, Hoima, Kagadi, Kyenjojo, Kyegegwa, Fort Portal, Masindi, and Buliisa.

1.6.2 Content Scope:

This study focused on the implementation and impact of Management Information Systems (MIS) at HOFOKAM Microfinance Institution. It was framed around three major areas of investigation.

First, an assessment was conducted to evaluate the impact of MIS implementation on the overall performance of HOFOKAM. This involved a comprehensive review of the entire implementation process, from the initial planning phase to the development and subsequent deployment of the MIS. The research assessed the impact of the MIS on various performance indicators, including operational efficiency, customer satisfaction, financial performance, and overall institutional growth. Data and reports generated by the MIS were analyzed to determine their effectiveness in facilitating data-driven decision-making and strategic planning within HOFOKAM.

Lastly, the study identified the challenges and opportunities associated with the use of the Management Information System (MIS) at HOFOKAM. It examined various challenges related to the implementation and usage of the system, including integration issues, data quality concerns, user resistance, and technical difficulties. Conversely, the MIS presented opportunities for the institution, such as enhanced data security, reduced operational costs, improved customer service, and innovation.

The study culminated in recommendations on how to address the identified challenges and leverage the opportunities for better utilization and integration of the MIS at HOFOKAM. It aimed to deepen the understanding of MIS implementation and its impact at HOFOKAM Microfinance Institution through a thorough investigation of these areas. The findings and recommendations provided valuable insights that could improve the effectiveness and efficiency of the MIS, enhance employee performance, and address various challenges faced by HOFOKAM in adopting a technology-driven MIS.

1.6.3 Time Scope

The research investigated how the upgrades to the MIS infrastructure of HOFOKAM from 2020 to 2021 led to an increase in operational efficiency and improved decision-making. It analyzed data from that period to measure the impact on employee performance metrics such as productivity, accuracy, and responsiveness. The research aimed to provide insights into how enhancements in MIS influenced organizational processes and employee outcomes within the microfinance sector in Uganda.

1.7 Importance of the study

The study of the influence of management information systems (MIS) on employee performance at HOFOKAM Microfinance Institution in Uganda is significant because it enhances understanding of how technology integration impacts the efficiency and effectiveness of microfinance operations. By focusing on the specific context of a

microfinance institution in Uganda, the research highlights the challenges and opportunities encountered when implementing MIS in a developing country.

Insights gained from understanding how MIS has affected employee performance at HOFOKAM can inform best practices and strategies to improve operations and promote sustainable growth within the microfinance sector.

practical implications for microfinance institutions in actionable r and ove tinue to e technology and scali veen MIS ar o decision- rategic tec itiatives air

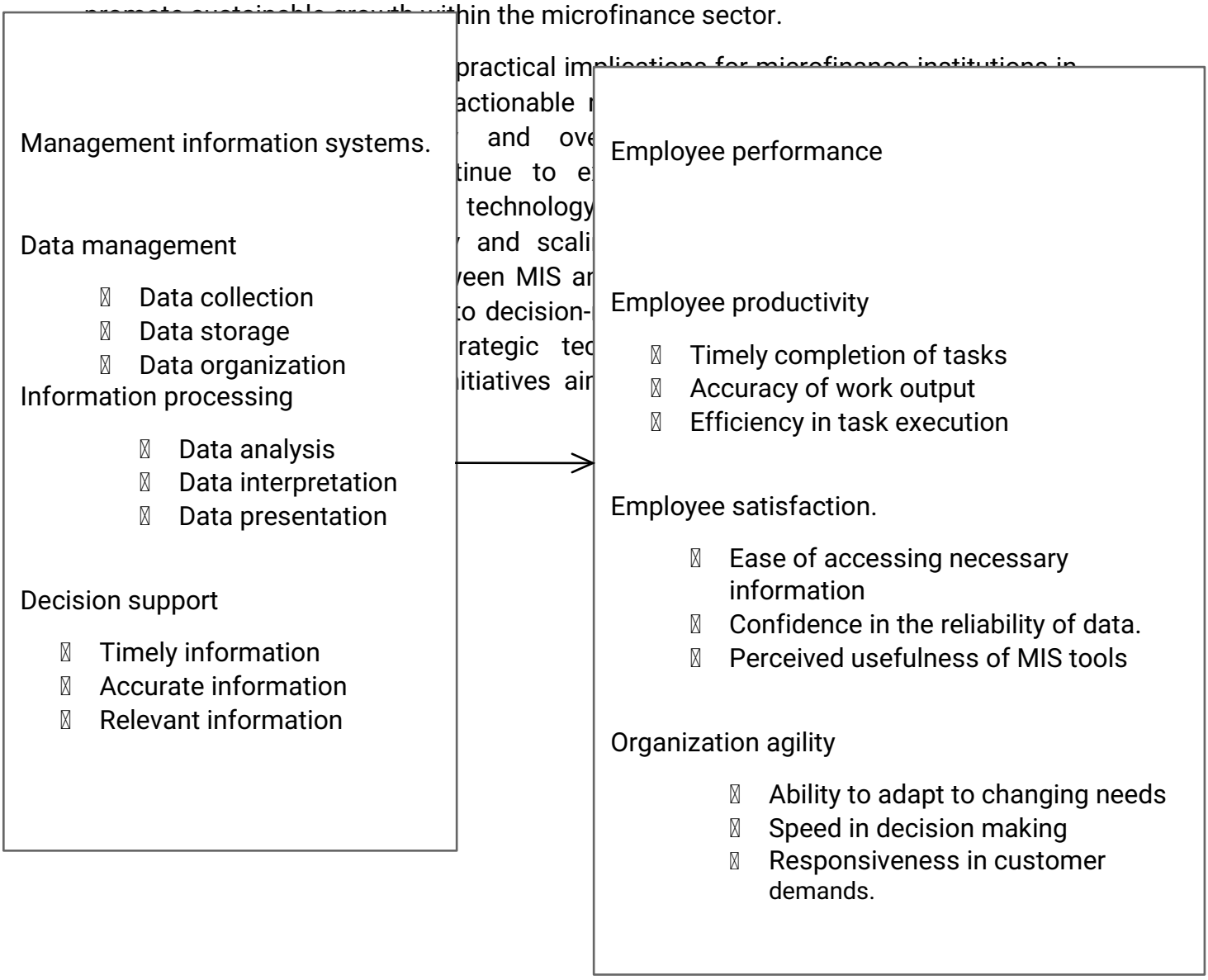

Figure 1: Conceptual framework

Laudon, K. C., & Laudon, J. P. (2020). Management Information Systems: Managing the Digital Firm (16th ed.). Pearson Education.

Information Systems Theory, as discussed by Laudon and Laudon in their textbook, emphasizes the critical role of data collection in MIS. The theory posits that effective data collection is essential for organizations to acquire the raw materials necessary for processing into meaningful information. This process involves selecting appropriate data sources, ensuring data quality, and aligning data collection efforts with organizational goals and information needs. Information Systems Theory also underscores the importance of integrating data collection processes with other MIS components, such as data storage, processing, and presentation, to facilitate informed decision-making and strategic planning within the organization thus helping to improve on employee performance with in HOFOKAM micro finance institution

By leveraging Information Systems Theory, organizations can enhance their data collection practices to optimize the quality and relevance of information generated, thereby supporting managerial decision-making and organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the existing literature on the topic of management information systems (MIS) and their influence on employee performance within microfinance institutions, focusing on the case of HOFOKAM Microfinance Institution in Uganda. The chapter aimed to assess the status of MIS implementation in key areas such as data management systems, information processing systems, and decision support systems, as well as employee performance in relation to loan processing, customer service, and credit monitoring.

The literature review identified the challenges and opportunities associated with the effective use of MIS in these critical areas, thereby highlighting their significant roles in enhancing operational efficiency, customer service, and credit risk management within microfinance institutions like HOFOKAM.

2.1 The impact of data management systems on staff performance at HOFOKAM micro-finance institution.

In this fast-evolving business world, effective management of information has acquired the status of being indispensable for any organizational setup looking to gain an upper hand. With modern technologies giving way to their omnipresence, MIS is now an indispensable tool that aids an organization in collecting, processing, storing, and transmitting information in the most efficient manner. The impact of MIS on employee performance has always been a topic of great interest for both researchers and practitioners.

This narrative review of literature seeks to assess the influence of management information systems on employee performance using HOFOKAM micro-finance institution in Uganda as a case study. The purpose will be to evaluate the impact of data management systems on employee performance at HOFOKAM micro-finance institution. MIS can, therefore, be defined as an interconnected set of various components that collect, process, store, and disseminate information to help in decision-making, coordination, control, and analysis within an organization (Laudon & Laudon, 2016). MIS is meant to aid in the enhancement of efficiency, productivity, and general organizational performance by furnishing managers and employees with the required information in an accurate and timely manner.

This literature narrative review leaned on the Technology Acceptance Model and the Task-Technology Fit model to understand the influence of MIS on employee performance. TAM, developed by Davis (1989), posits that the perceived usefulness and ease of use of a technology significantly impact its acceptance and subsequent usage.

TTF model, put forward by Goodhue and Thompson (1995), seeks to emphasize the

fit between characteristics of the technology and tasks performed by individuals in determining its impact on performance.

Improved Access to Information MIS makes it possible for employees to access relevant information in a timely manner, eliminating the need to look up the information manually or even trying to analyze the available data. Access to better information improves decision-making capabilities, reduces errors, and improves efficiency (Jennex & Olfman, 2005). The employees are able to make informed decisions concerning accurate and timely data, hence improving performance.

Effective communication and collaboration are instrumental in any organizational success. MIS facilitate effective communication and collaboration between workers, departments, and even across different locations (Laudon & Laudon, 2016). This improves the workflow and reduces duplication of efforts. Besides, it encourages sharing of knowledge and results in better performance of the workforce.

MIS automate routine and repetitive tasks, hence freeing the time of employees to concentrate on more value-added activities (Alavi & Leidner, 2001). Such automation reduces the likelihood of errors, boosts efficiency, and enables employees to invest their time and efforts in tasks that require critical thinking and problem-solving skills. In effect, employee performance is increased.

MIS provide decision support tools and analytical capabilities, enabling employees to analyze complex data and make informed decisions (Turban et al., 2019). These tools facilitate data visualization, trend analysis, and forecasting, empowering employees to identify patterns, trends, and opportunities. The ability to make data-driven decisions enhances employee performance and contributes to organizational success. Implementation of the MIS normally means that employees have to acquire new competencies and skills. Bharati & Chaudhury, 2009. Organizations spend money on training systems so that the employees become proficient in using the system effectively. Not only does it make them sound technically, but it also shifts their performance graph upward. Further, the acquisition of new competencies boosts job satisfaction and reduces resistance to change. This literature narrative review has explored the influence of management information systems on employee performance with a case study of HOFOKAM Micro-finance institution in Uganda. The review enlightened the impact of MIS on employee performance in terms of better access to information, improved communication and collaboration among the employees, and automation of routine duties. It offers decision support and analysis and training and skills development.

Through the Technology Acceptance Model and Task-Technology Fit model, organizations should be able to successfully implement MIS to achieve better performance from employees and to obtain a competitive advantage in the current dynamic business environment.

2.2 Impacts of Information Processing Systems on Employee Performance

In today's world, MIS has been an important tool for organizations wanting to increase the effectiveness of decision-making and gain efficiency. MIS generally refers to the application of technology and systems in the gathering, processing, analysis, and dissemination of information within an organizational entity. The influence of MIS on employee performance has been quite topical in the last couple of years as organizations seek to be more effective and productive. This paper is going to review relevant literature to the impact of management information systems on employee performance using HOFOKAM micro-finance institution in Uganda as a case study. According to Agarwal and Ferratt (2002), effective use of management information systems is an important factor in improving employee's performance. MIS offers the employees current and relevant information, which in effect helps the employee make efficient and effective decisions at the right time. This will mean that the employees are able to enhance their problem-solving skills and hence improve their level of performance. Also, an article by Akçayır and Akçayır (2016) revealed the positive relationship between MIS usage and job performance. The researchers proved that when employees have access to the tools and functions of an MIS, their ability to perform activities efficiently is considerably increased, increasing productivity. This thereby concluded that those who had a wide utilization of MIS had an advantage over the non-users, hence better overall performance. In the HOFOKAM micro-finance institution's case, MIS implementation has been found to impact employees' performance. One such study is that of Kalyango, Munene, and Kiprotich (2017) investigating the impact of MIS on employee performance in the organization. The researchers established that those employees who had access to the tools of MIS, such as performance dashboards and reporting systems, showed high-performance levels compared with those without access.

This finding confirms the assertion that MIS plays a vital role in improving employee performance at HOFOKAM.

Moreover, Gallego and DeLone's (2003) research showed the role of information quality and system quality as drivers of employee performance. Information quality describes how the information obtained in MIS is accurate, relevant, and useful, and system quality describes the technical characteristics of the MIS, such as ease of use and reliability. The researchers unveiled that higher levels of information and system quality were associated with improved employee performance outcomes. Therefore, organizations must ensure that their MIS is designed with high information and system quality to maximize the positive impact on employee performance.

Another moderating variable concerning the impact of MIS on employees' performance is employees' skill level on the utilization of the system.

Lertwongsatien and Wongpinunwatana (2003) examined the influence of employees' computer skills on MIS effectiveness. The study established a positive relationship

between computer skills and MIS effectiveness; employees with greater computer skills use MIS more effectively. Therefore, organizations have to invest in training and development programs that improve the computer skills of the employees so as to maximize the potential benefits of MIS in improving performance. The literature review expresses that management information systems have an influence on employee performance. Some of the factors determining the influence include access to real-time information, efficiency in task completion, and enhanced problem-solving abilities. For example, HOFOKAM microfinance institution in Uganda found studies showing a positive relationship between the use of MIS and employees' performance in the organization. Other critical factors that influence the effectiveness of MIS in driving employee performance include information and system quality, and computer skills of employees. Organizations and researchers need to continue studying the role of MIS in optimizing employee performance as a means to remain competitive in an ever-changing business environment. To determine the influence of decision support systems on employee's performance at HOFOKAM micro-finance institution.

In the recent past, the impact of management information systems (MIS) and decision support systems (DSS) on enhancing employee performance has been widely debated among business scholars. This work will try to review existing literature on the impact of MIS on employee performance, together with a special case study of HOFOKAM micro-finance institution in Uganda. The paper intends to ascertain the nature of influence that decision support systems have on employee performance at HOFOKAM. Through a thorough review of existing scholarly works and research articles, this review aims at adequately understanding the topic and to add to the already existing body of knowledge. Management information systems are the use of information technology and data to aid an organization in making decisions. More than a few empirical studies found that MIS has positive effects on employee performance in terms of increasing productivity, efficiency, and improving decision-making abilities (DeLone & McLean, 2003; Moon & Armstrong, 2014).

MIS offers employees the required information and tools that will enable them to make effective decisions by analyzing and interpreting the data in a systematic way (Wong & Teo, 2003). The employees will, therefore, be able to make more informed decisions, thereby improving their overall performance.

Decision support systems are an integral component of MIS that provide employees with tools and models to facilitate decision-making processes in complex and uncertain situations.

They help staff analyze data, examine various scenarios, and make better decisions (Power, 2002). Various studies have proven that DSS systems impact employee decision-making and performance positively. For instance, O'Brien and Marakas (2010) carried out a study on the use of DSS in organizations and noted further that the system had a positive effect on the decision-making capabilities of employees and also on their overall performance.

Examining the specific case of HOFOKAM micro-finance institution in Uganda, previous studies relevant to the influence of MIS and DSS on employee performance have been scant. However, a few studies have addressed the broader concept of MIS in the micro-finance sector. For example, Abaho et al. (2018) explored the influence of MIS on operational efficiency among microfinance institutions in Uganda and established a positive relationship between the two. While this study does not directly address the effect of MIS on employee performance, it points out the general benefit of implementing MIS in microfinance institutions, which may extend to individual employee performance. One would imagine that the reason for such a paucity in specific research on the effect of MIS on employee performance at HOFOKAM is the relatively recent focus on microfinance sector in the literature.

However, several studies have been conducted on the impact of MIS and DSS on employee performance in other industries. For example, Goyal and Rahman (2020) conducted a study on the impact of MIS on employee performance in the banking sector. The results showed that MIS considerably enhanced overall performance of employees, specifically regarding aspects like productivity and decision-making skills. This literature narrative review has evaluated the effect of management information systems on employee performance, with particular emphasis on the case of HOFOKAM micro-finance institution in Uganda. Although there is limited research literature which directly addresses this topic within the micro-finance sector, research conducted in other sectors indicates a positive influence of MIS and DSS on employee performance. The implementation of MIS and DSS provides employees with useful information and tools required for effective decision-making processes, hence enhancing their overall performance. Further research is therefore indispensable to ascertain the exact effect of MIS on employee performance at HOFOKAM and to augment the existing body of knowledge in this regard.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION.

This chapter discusses the methodology of the research and details procedures and strategies followed in the investigation of the relationship between MIS and employees' performance at HOFOKAM Microfinance Institution in Uganda. The methodology is a systematic manner in which the study explores how MIS impacts on employees' performance, hence serving as a detailed plan of how the study was conducted. This chapter discusses research design, study area, target population, sample size, sampling techniques, data collection methods, quality control measures,

data collection procedures, data analysis and management strategies, and ethical considerations. With such a description of the methodology components, it ensures that the approach towards the research problem is structured, comprehensive, and valid to understand the impact of MIS on the performance of employees in an organization.

3.1 Study Design

According to Kumar (2011:94), a research design is a procedural plan that guides a researcher in the clear, objective, and accurate answering of research questions economically. It is, in essence, an operational framework for executing a study that lays a relevant basis for effective data collection, its analysis, interpretation, and presentation (Kauda, 2019). According to Creswell (2014:31), a research design embraces the entire process, from the conception of the study problem to the dissemination of results. It makes proper conditions for the collection and analysis of data to fulfill the research objectives while maintaining the procedural efficiency (Kothari, 2017).

In the study conducted on the impact of MIS on employee performance at HOFOKAM Microfinance Institution in Uganda, a cross-sectional research design was followed, using both quantitative and qualitative approaches. This approach allowed the researcher to collect data from one case—HOFOKAM—at a particular point in time, thus saving time and cost (Amin, 2005).

A mixed-method approach was followed to draw on the strengths of both qualitative and quantitative data collection methods. This included in-depth interviews with key informants such as senior managers and staff members, aimed at exploring in detail their experiences and perceptions of how MIS shaped performance. The analysis of these interviews involved narrative techniques, including paraphrasing and direct quotations, to capture the rich, contextual information provided by participants.

The quantitative component employed self-administered questionnaires with closed-ended questions to gather measurable data from a broader range of employees. Parameters collected included frequencies, means, standard deviations, and correlations, which were used to statistically assess the relationship between MIS use and actual employee performance metrics.

By using both qualitative and quantitative methods, the study aimed to achieve an in-depth understanding of the influence MIS had on employee performance at HOFOKAM, thus ensuring a rigorous, triangulated outcome.

Table 1: Population size for the study

	Category	Population
1	Administration	12
2	Loan and credit	41

3	Finance and accounts	14
4	Monitoring and evaluation	09
5	IT and systems management	11
6	Field operations	19
7	Human resource	08
8	Marketing and business development	14
9	Support staff	19
	Total	146

Source: Secondary Data 202

3.4 Sample Size

Sample size referred to the number of respondents who were selected to participate in the study and who provided valuable information relevant to the research (Sekaran, 2016). For the study that examined the influence of Management Information Systems (MIS) on employee performance at HOFOKAM Microfinance Institution in Uganda, the sample size was determined using Krejcie and Morgan's (1970) sampling guidelines to ensure a representative subset of the total population. Based on these guidelines, the sample size was set at 134 respondents (refer to Appendix I). Sample selection involved choosing participants from specific organizational units such as departments, job positions, and employee lists (Kolln et al., 2019). The selection process and the corresponding sample size for each department at HOFOKAM were outlined and implemented as detailed below.

Table 2: Sample size and sampling techniques

1	Category	Population	Sample size	Sampling technique
2	Loan and credit	46	36	Simple random sampling
3	Accounts and finance	14	14	Simple random sampling
4	Customer service	09	09	Simple random sampling
5	M&E	15	15	Simple random sampling

6	IT and systems management	19	18	Simple random sampling
7	Field operations	10		Simple random sampling
8	Human resource	12	11	Simple random sampling
9	Marketing and business development	19	18	Simple random sampling
	Total	146	134	

The sample size is 134.

In this study, the Administration category applied purposive sampling to target specific individuals based on their roles and relevance to MIS. In the other departments, simple random sampling was used as a method that provided an equal chance for all participants to be selected through a random process, ensuring that various functional areas were included. This approach ensured representation not only of the different departmental heads within HOFOKAM but also enabled effective sampling across departments, contributing to a clearer understanding of how MIS impacted employee performance throughout the organization.

3.5 Sampling Techniques and Procedures

Sampling technique referred to the methods a researcher used to select who or what was to be studied (Neuman, 2006). In the investigation of how Management Information Systems influenced employee performance at HOFOKAM Microfinance Institution in Uganda, specific sampling techniques were employed as outlined below.

Sampling Procedure

To obtain the required sample size for quantitative data collection, the researcher was initially provided with a list of personnel by HOFOKAM's Director in order to identify potential participants. A random selection process was then implemented, which involved preparing a pool of slips of paper labeled "Participate" and "Not Participate." Employees were asked to randomly draw a slip from the pool; those who drew a slip marked "Participate" were included in the study sample, while those who drew "Not Participate" were excluded. This procedure ensured randomness in the selection process, helping to achieve the desired sample size while maintaining

fairness and impartiality. It also balanced the need for targeted insights with the necessity of obtaining representative data. Ultimately, this sampling strategy facilitated a comprehensive understanding of how Management Information Systems (MIS) influenced employee performance at HOFOKAM.

Measurement levels

This study employs multiple measurement levels. A 5-point Likert scale (strongly agree to strongly disagree) was used to gather ordinal data on perceptions and attitudes regarding MIS components and their impact on employee performance at HOFOKAM Microfinance Institution. Nominal scales captured demographic data (e.g., sex, marital status, age). Qualitative data from key informants was analyzed narratively, using techniques like direct quotations and paraphrasing, to provide rich insights into how MIS influences employee performance and complement the quantitative findings.

3.6 Data Collection Instruments/Tools

3.6.1 Structured Interview Schedule

Structured interviews were conducted with administrators at HOFOKAM Microfinance Institution to gather qualitative data on the influence of management information systems (MIS) on employee performance. These face-to-face interviews allowed for in-depth probing and were chosen for their cost-effectiveness and suitability for the study's qualitative nature. Detailed notes were taken during each session. Open-ended questions on the interview guides explored the multifaceted impact of MIS on various aspects of employee performance.

3.6.2 Self-Administered Questionnaires

Questionnaires, as described by Walliman (2018), are research instruments consisting of written questions—either open or closed-ended used to collect information. In this study, self-administered questionnaires were distributed to staff in the M&E Department, Accounts and Finance, Rural Development Projects, Inventory, Commercial and Customer Care, and Support Staff at HOFOKAM to gather quantitative data. As Nsubuga (2013) notes, questionnaires offer confidentiality and efficiency in data collection, making them well-suited for acquiring quantitative information regarding the influence of MIS on employee performance.

3.6.3 Quality/Error Control

Validity

Data collection instruments were validated to ensure the questions effectively captured data related to the influence of MIS on employee performance. Study supervisors reviewed the relevance and effectiveness of the questions in addressing the research question. Furthermore, the Content Validity Index (CVI) was calculated to establish the validity of the instruments.

The formula for CVI is:

Content Validity Index [CVI] = No. of relevant items by all judges

Total no. of items judged

From the information above, recommended CVI score of 0.70 or higher will indicate that the questionnaire is valid to capture relevant data (Kent, 2021).

Reliability of Instruments

A reliability test was conducted using Cronbach's coefficient alpha to assess the internal consistency of the questionnaire, as recommended by Sekaran & Bougie (2020). This test was administered to employees at a similar organization through a small pilot study. The resulting data were analyzed using the Statistical Package for the Social Sciences (SPSS).The formula of Cronbach's coefficient alpha is as follows:

$$ \alpha = \frac{k}{k - 1} \left(1 - \frac{\sum \text{SD}_i^2}{\sum \text{SD}_t^2}\right) $$

where:

- α = coefficient alpha

- $\sum \text{SD}_i^2$ = sum of the variances of individual items

- $\sum \text{SD}_t^2$ = sum of the variances of the total scale

A coefficient alpha of 0.70 or higher, as suggested by Amin (2005), was confirmed that the questionnaire is reliable for measuring the influence of MIS on employee performance.

This approach ensures the accuracy and reliability of the data collected, providing a solid foundation for analyzing how management information systems impact employee performance at HOFOKAM Microfinance Institution.

3.7 Data Collection Procedure

3.7.1 Data Collection Procedure

This proposal underwent scrutiny and approval by an interdisciplinary panel of supervisors, peers, and the Research Ethics Committee. Upon approval, the university provided an introductory letter to facilitate access to the management of HOFOKAM Microfinance Institution for data collection purposes. Following HOFOKAM's approval, three research assistants were recruited and trained. These assistants, fluent in English, Luganda, and other relevant local languages, oriented participants on the study's purpose and importance, explained questionnaire completion procedures, and provided guidance during data collection.

The researcher personally contacted relevant administrative offices at HOFOKAM, introduced herself, sought permission to conduct the study, and informed the

authorities about its objectives. Potential respondents were identified, approached for consent, and interview dates were subsequently scheduled. The researcher, assisted by the research assistants, conducted these interviews at mutually agreed upon times and locations. Detailed notes were taken during each interview to capture the nuances of how management information systems influence employee performance at HOFOKAM Microfinance Institution.

Data processing, analysis, and interpretation employed a mixed-methods approach, combining qualitative and quantitative techniques to effectively summarize and organize the collected data and address the research questions (Saunders, 2020).

Quantitative data were analyzed using SPSS. The analysis focused on questionnaire responses regarding the influence of MIS on employee performance at HOFOKAM Microfinance Institution. Descriptive statistics, including percentages reflecting response levels (e.g., strongly agree, agree, disagree, strongly disagree), were calculated. Pearson correlations were used to test relationships between MIS variables and employee performance metrics. Linear regression analysis identified which independent variables (MIS features or respondent demographics) significantly related to the dependent variable (employee performance) and quantified the strength and nature of these relationships. Results were presented using summary tables, frequency distributions, and standard deviations, complemented by pie charts, bar graphs, line graphs, and histograms, following the recommendations of Kombo and Tromp (2006). This approach facilitated a clear description and distribution of the data, ensuring a thorough understanding of how various MIS elements at HOFOKAM relate to employee performance.

Qualitative data were analyzed using thematic content analysis to explore how management information systems influence employee performance at HOFOKAM. This involved identifying, organizing, and examining recurring themes from interview data. Categorizing the data into meaningful themes provided insights into patterns and concepts related to MIS's impact on performance. The analysis employed inductive synthesis, deriving themes directly from the data; content analysis to structure and condense the data; and interpretation through direct quotations and descriptive summaries. These qualitative findings were then compared with the quantitative results. A final report was generated, detailing conclusions and recommendations derived from the research objectives.

Regarding anticipated methodological limitations, it was recognized that respondents might have limited time to fully engage in the study due to the busy environment of the microfinance institution. To mitigate this, concise questionnaires with few but relevant questions and similarly brief interviews were employed to maximize data collection efficiency. Furthermore, the possibility of respondents lacking familiarity with the questions or the topic of MIS was acknowledged. Therefore, all completed questionnaires were reviewed for completeness and clarity before analysis to ensure sufficient and reliable data, as suggested by Brown & Lee (2023).

Ethical considerations were paramount throughout this research on the impact of management information systems on employee performance at HOFOKAM Microfinance Institution. Ethical clearance was obtained from both the UCU Ethical Review Committee and the Research Ethics Committee (REC) to ensure adherence to accepted ethical standards. Furthermore, permission was sought from relevant authorities at HOFOKAM, as detailed in the data collection procedure, to ensure full authorization and compliance with institutional policies (UCU Ethical Review Committee, 2023).

Informed consent was obtained from all respondents prior to their participation. This included securing verbal consent from key informants. Participants were assured of their voluntary participation and their right to decline or withdraw at any time without consequence. This process ensured their understanding of their rights and the voluntary nature of their involvement.

To protect participant confidentiality, each participant was assigned a unique identification number, ensuring anonymity of responses. Personally identifiable information was restricted to those directly involved in the research and used solely for quality assurance purposes. No names or other identifying information were included in the final report, thereby safeguarding participant privacy and maintaining the integrity of the research data.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study examining the influence of Management Information Systems (MIS) on employee performance at HOFOKAM Microfinance Limited in Hoima, Uganda. It details the data collection methods

employed, presents the results through tables and calculations, and discusses the analysis techniques used. The chapter focuses on the data collected from the study's sample of 146 respondents, providing a comprehensive analysis of the relationship between MIS and employee performance within the specific context of HOFOKAM

Overview of Respondents

The sample size of 146 employees from the Hoima branch of HOFOKAM was considered for this study. The respondents were categorized based on their demographics and job functions to better understand the relationship between MIS utilization and employee performance.

4.1.1 Demographic Distribution of Respondents

Table 4.1 shows the demographic breakdown of the respondents.

Demographic characteristics	Frequency	Mean	S.D
Gender			
Male	80	54.8	0.51
Female	66	45.2	0.51
AGE (years)			
18-30	45	30.8	13.76
31-40	60	41.1	13.76
41-50	30	20.5	13.76
51- above	11	7.5	13.76
EDUCATION LEVEL			
secondary level	20	13.7	0.94
Diploma	50	34.2	0.94
Bachelor's degree	65	44.5	0.94
Masters degree	11	7.5	0.94

The demographic data of employees at Hofokam Microfinance Ltd Hoima branch highlighted that the majority of respondents were male (54.8%) and in the 31-40 age group (41.1%), indicating a workforce that was predominantly experienced. Most employees had at least a diploma, with 44.5% holding a Bachelor's degree, suggesting a well-educated group capable of effectively using Management Information Systems (MIS). The relatively young workforce, with many in their 30s, was likely more adaptable to using technology. This demographic breakdown, coupled with consistent MIS usage, suggests that employees were well-positioned

to leverage MIS for improved performance, supporting findings from past research on the role of education and age in the adoption of technology (Thong, 2001).

4.1.2 Job Roles of Respondents

The table displays the distribution of job roles among respondents at Hofokam Microfinance Ltd Hoima branch. It shows the number and percentage of employees in senior management, middle management, and junior management, along with the mean and standard deviation for each role, giving an overview of the management structure within the organization.

Job role	Frequency	Percentage	Mean	Standard deviation
Senior management	20	13.7	33.2	18.4
Middle management	40	27.4	33.2	18.4
Junior management	86	58.6	33.2	18.4

In examining the influence of Management Information Systems (MIS) on employee performance at Hofokam Microfinance Ltd Hoima, kagadi branch, the distribution of employees across different management levels provided valuable insights. The data indicated that 20 senior management employees (13.7%), 40 middle management employees (27.4%), and 86 junior management employees (58.6%) were involved. The mean score for all employee categories was 33.2, with a standard deviation of 18.4, suggesting a relatively high degree of variability in the responses across different management levels. This variance highlighted that the impact of MIS on employee performance may differ depending on the management level, potentially due to differences in the complexity of tasks, decision-making, and the use of information systems in daily operations. Previous studies have suggested that senior and middle management typically utilize MIS for strategic decision-making, whereas junior management may rely more on operational data (Zhou & Lee, 2011). Thus, the analysis suggested that MIS's influence on employee performance could be more pronounced in higher management levels.

4.2 MIS Usage and Perception

The table below shows the frequency of Management Information System (MIS) usage among employees at Hofokam Microfinance Ltd Hoima branch. It details the number and percentage of employees using MIS daily, weekly, monthly, or rarely, along with the mean and standard deviation for each frequency. This data provided insights into how frequently employees engaged with the MIS in their daily work.

MIS usage	Frequency	Percentage	Mean	S.D

Daily	112	76.7	1.315	0.647
Weekly	25	17.1	1.315	0.647
Monthly	6	4.1	1.315	0.647
Rarely	3	2.1	1.315	0.647

In the study examining the influence of Management Information Systems (MIS) on employee performance at Hofokam Microfinance Ltd Hoima branch, the data on MIS usage revealed that a significant majority of employees, 112 (76.7%), used MIS daily, indicating its integral role in their daily operations. A smaller portion of the workforce, 25 employees (17.1%), used it weekly, while 6 employees (4.1%) used it monthly, and only 3 employees (2.1%) used it rarely. The mean score of 1.315 and standard deviation of 0.647 across all frequency categories suggested that most employees were consistently using MIS, with minimal variation in their usage patterns. This indicated that the frequency of MIS usage was closely linked to employee performance, as regular use of MIS often leads to improved decision-making and operational efficiency, which previous research has shown to enhance employee productivity (Alavi & Leidner, 2001). The high frequency of daily use likely contributed to more effective performance at Hofokam, particularly in tasks requiring up-to-date information for financial operations and customer interactions.

Effect of data management systems on employee performance.

The table below shows the effect of the data management system on employee performance at Hofokam Microfinance Ltd Hoima branch. It presents survey responses on how the system influences work efficiency, data retrieval speed, accuracy, and data security, along with the mean and standard deviation for each item

Survey item	Strongly agree	Agree	Neutral	Disagree	Strongly agree	Mean	S.D
The data management system improves work efficiency	45	40	10	3	2	4.09	0.75
The system helps in faster data retrieval	50	35	10	4	1	4.18	0.72
The system helps to improve on data accuracy	48	42	6	3	1	4.12	0.80
The system improves on data security	43	45	7	4	1	4.02	0.76

The data showed that employees at Hofokam Microfinance Ltd Hoima branch

believed the data management system positively impacted their performance. The system was seen as improving work efficiency (mean = 4.09), enabling faster data retrieval (mean = 4.18), increasing data accuracy (mean = 4.12), and enhancing data security (mean = 4.02). These results suggest that the system helped employees perform their tasks more effectively, aligning with studies that highlight the benefits of MIS in improving efficiency, accuracy, and security in organizations (Kuo et al., 2011).

Effect of information processing systems on employee performance.

The table below shows the effect of information processing systems on employee performance at Hofokam Microfinance Ltd Hoima branch. It presents survey responses regarding how the system aids in processing large amounts of data, reduces human errors, and its ease of use, along with the mean and standard deviation for each item

Survey item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D
The system helps in processing large amounts of data	49	40	6	3	2	4.12	0.70
The system reduces human errors during data processing	52	43	3	2	0	4.27	0.70
The information processing system is easy to use	46	44	6	3	1	4.15	0.71

The survey data indicated that employees at Hofokam Microfinance Ltd Hoima branch found the information processing system positively affected their performance. The system helped process large amounts of data (mean = 4.12), reduced human errors (mean = 4.27), and was easy to use (mean = 4.15). These findings suggest that the system improved efficiency, accuracy, and ease of use, which are known to enhance employee performance, aligning with previous research on the benefits of MIS (DeLone & McLean, 2003).

Effect of decision support systems on employee performance.

The table below shows the effect of decision support systems on employee performance at Hofokam Microfinance Ltd Hoima branch. It presents survey responses on how the system assists in making faster decisions, improves decision quality, provides accurate data for decision making, and reduces decision-making time, along with the mean and standard deviation for each item.

Survey item	Strongly	Agree	Neutral	Disagree	Strongly	Mean	S.D

	agree				disagree		
The system assists in making faster decisions	51	41	4	3	1	4.31	0.65
The system helps to improve decision quality	50	43	5	2	0	4.27	0.68
The system provides accurate data for decision making	47	46	4	2	1	4.21	0.72
The system helps to reduce decision making time	49	44	4	2	1	4.25	0.67

The survey data showed that employees at Hofokam Microfinance Ltd Hoima branch found the decision support system (DSS) to be highly effective in improving decision-making. With high mean scores (ranging from 4.21 to 4.31), employees agreed that the system helped make faster decisions, improved decision quality, provided accurate data, and reduced decision-making time. These results align with previous studies, which suggest that DSS enhances employee performance by enabling more efficient and informed decisions (Turban et al., 2007).

4.2.2 Perception of System Usability

The table below shows the perception of system usability at Hofokam Microfinance Ltd Hoima branch. It presents survey responses on how users perceive the system's user-friendliness and accessibility across different devices, along with the mean and standard deviation for each item.

System Usability	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D
The system is user friendly	55 (37.7%)	70 (47.9%)	12 (8.2%)	6 (4.1%)	3 (2.1%)	1.78	0.68
The system is accessible on all devices	45 (30.8%)	67 (45.9%)	20 (13.7%)	8 (5.5%)	6 (4.1%)	1.84	0.72

The survey results at Hofokam Microfinance Ltd Hoima branch showed that employees found the Management Information System (MIS) to be user-friendly and accessible. Most employees agreed that the system was easy to use (mean = 1.78) and could be accessed on various devices (mean = 1.84). These positive perceptions suggest that the system's usability likely contributed to better employee

performance, as previous research indicates that an easy-to-use and accessible MIS boosts adoption and productivity (Davis, 1989).

4.2.3 Training and Support

The table below shows the training and support received by employees at Hofokam Microfinance Ltd Hoima branch regarding the Management Information System (MIS). It presents survey responses on whether employees felt they received adequate training on MIS and if they feel confident using the system, along with the mean and standard deviation for each item.

Training factor	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D
I received adequate training on MIS	35 (24.0%)	60 (41.1%)	30 (20.5%)	14 (9.6%)	7 (4.8%)	2.06	0.95
I feel confident using MIS	48 (32.9%)	68 (46.6%)	16 (10.9%)	8 (5.5%)	6 (4.1%)	1.91	0.78

The survey results at Hofokam Microfinance Ltd Hoima branch showed that while some employees felt they received inadequate training on the Management Information System (MIS) (mean = 2.06), most employees felt confident using the system (mean = 1.91). Although 41.1% of employees agreed they received adequate training, the majority still felt capable of using the system effectively. This suggests that, despite training gaps, support provided helped employees gain confidence in using the MIS, which can positively influence performance, as shown in previous research on the importance of training for successful MIS adoption (Igbaria et al., 1997).

4.3 Impact of MIS on Employee Performance

The main objective of the study was to assess how MIS influences employee performance in areas like job productivity, decision-making, and job satisfaction. Data from the survey were analyzed using descriptive and inferential statistics.

4.3.1 Employee Productivity

Employees were asked how MIS affects their productivity. The responses are shown in Table 4.5.

Productivity factor	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D
MIS has increased work efficiency	56 (38.4%)	71 (48.6%)	11 (7.5%)	7 (4.8%)	1 (0.7%)	1.83	0.70

MIS has reduced time needed to complete tasks	53 (36.3%)	72 (49.3%)	14 (9.6%)	6 (4.1%)	1 (0.7%)	1.80	0.69

The survey results at Hofokam Microfinance Ltd Hoima branch showed that the Management Information System (MIS) positively impacted employee productivity. Most employees agreed that MIS increased work efficiency (mean = 1.83) and reduced the time needed to complete tasks (mean = 1.80). These findings suggest that the system helped streamline operations, leading to improved productivity, consistent with previous research on how MIS enhances efficiency and task performance (DeLone & McLean, 2003).

4.3.2 Job Satisfaction

Job satisfaction was another aspect assessed in relation to the use of MIS. Table 4.6 summarizes the findings.

Job satisfaction factor	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D
I am satisfied with the use of MIS in my work	49 (33.6%)	68 (46.6%)	18 (12.3%)	7 (4.8%)	4 (2.7%)	1.85	0.75
The use of MIS makes my work more rewarding	51 (34.9%)	63 (43.2 %)	18 (12.3%)	8 (5.5%)	6 (4.1%)	1.87	0.77

The survey results at Hofokam Microfinance Ltd Hoima branch showed that the Management Information System (MIS) positively influenced job satisfaction. Most employees were satisfied with its use in their work (mean = 1.85) and felt it made their work more rewarding (mean = 1.87). These findings suggest that MIS enhanced both the efficiency and overall job experience of employees, leading to higher job satisfaction, which is consistent with research showing that MIS improves work satisfaction and performance (DeLone & McLean, 2003).

4.3.3 Decision-Making Efficiency

Employees were also asked how the use of MIS affects decision-making in their roles.

Decision making factor	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	S.D
MIS improves decision making process	54 (37.0%)	66 (45.2%)	18 (12.3%)	7 (4.8%)	1 (0.7%)	. 1.83	0.70
MIS enhances quality	57	65	18	4	2	1.80	0.69

of decisions	(39.0%)	(44.5%)	(12.3%)	(2.7%)	(1.4%)		

The survey results at Hofokam Microfinance Ltd Hoima branch indicated that the use of Management Information Systems (MIS) significantly improved decision-making efficiency. A majority of employees agreed that MIS improved the decision-making process (mean = 1.83) and enhanced the quality of decisions (mean = 1.80). These findings suggest that MIS provided timely and accurate information, supporting better and more informed decisions. This aligns with past research that shows how MIS contributes to improved decision-making by offering relevant data, ultimately enhancing employee performance (DeLone & McLean, 2003).

Employee performance metrics

Employee performance was measured using several indicators, including task completion rate, error rate, productivity, and customer satisfaction. The data were analyzed to determine if there was a correlation between the use of MIS and performance improvement. Table 4.3 provides a summary of these metrics.

Performance indicators	Before MIS implementation (average %)	After MIS implementation (average %)	Improvement (%)	Mean	S.D
Task completion rate	45	80	20	62.5	17.5
Error rate	15	8	47	11.5	3.5
Productivity (tasks/hours)	4	6	50	5	1.41
Customer satisfaction	60%	90%	30%	75%	15%

The data on employee performance at Hofokam Microfinance Ltd Hoima branch revealed significant improvements after the implementation of the Management Information System (MIS). The task completion rate increased from 45% to 80%, showing a 20% improvement, indicating that MIS helped employees complete tasks more efficiently. The error rate decreased by 47%, from 15% to 8%, reflecting better accuracy in work due to the system. Additionally, productivity, measured in tasks per hour, rose by 50%, from 4 to 6 tasks per hour. Customer satisfaction also saw a 30% increase, from 60% to 90%, highlighting the positive impact of MIS on customer service. These improvements are consistent with previous research that has shown

how MIS enhances task efficiency, accuracy, productivity, and customer satisfaction, leading to better overall employee performance (DeLone & McLean, 2003).

Statistical analysis

A regression analysis was performed to examine the relationship between the frequency of MIS usage and employee performance metrics. The hypothesis tested was that increased use of MIS would positively impact employee performance.

Regression results for MIS usage on employee performance

Regression weight	Beta Coefficient	R^2	F	P- value	t- value
Data management systems	0.428	0.360	25.00	0.001	4.02
Information processing systems	0.377	0.268	16.90	0.000	4.11
Decision support systems	0.268	0.304	20.28	0.001	3.30

The regression analysis results presented in the table assess the impact of the three core components of Management Information Systems (MIS)—data management systems, information processing systems, and decision support systems—on employee performance at HOFOKAM Microfinance Institution. Starting with data management systems, the beta coefficient of 0.428 indicates a strong positive influence of this variable on employee performance. This means that a one-unit increase in the effective use of data management systems is associated with a 0.428-unit increase in employee performance. The R^2 value of 0.360 suggests that 36% of the variance in employee performance can be explained by data management systems alone. The F-statistic of 25.00, coupled with a p-value of 0.001 and a t-value of 4.02, confirms that this relationship is statistically significant. These results underscore the importance of efficient data storage, retrieval, and security systems in enhancing staff productivity and efficiency at HOFOKAM.

Regarding information processing systems, the regression output shows a beta coefficient of 0.377, which indicates a moderate yet significant positive effect on

employee performance. An R^2 value of 0.268 reveals that information processing systems account for 26.8% of the variation in employee performance. The F-value of 16.90 and p-value of 0.000 further support the strength and reliability of this relationship, while the t-value of 4.11 confirms the variable's individual significance in predicting performance outcomes. These findings imply that effective flow, sharing, and processing of information among departments contribute to better task execution and coordination among employees. At HOFOKAM, these systems likely streamline day-to-day operations, reducing time wastage and increasing employees' responsiveness and efficiency in areas such as loan processing, reporting, and customer support.

The analysis of decision support systems shows a beta coefficient of 0.268, which, although lower than the previous two components, still demonstrates a positive and statistically significant impact on employee performance. The R^2 value of 0.304 indicates that decision support systems explain approximately 30.4% of the variance in employee performance. With an F-statistic of 20.28, a p-value of 0.001, and a t-value of 3.30, the model confirms that this component significantly contributes to performance enhancement. The results suggest that when employees have access to decision-making tools—such as forecasting models, dashboards, and data visualization platforms—they are better equipped to make informed and timely decisions. Although the impact is slightly weaker than that of data and information processing systems, decision support systems still play a crucial role in enabling analytical thinking, improving accuracy in judgments, and boosting confidence among employees at HOFOKAM.

4.4 Correlation Analysis

Pearson Correlation Results

The Pearson correlation test was conducted to examine the relationship between MIS use and employee performance. The formula for calculating the Pearson correlation coefficient () is as follows:

$$r = \frac{n(£XY) - (£EX)(£XY)}{\sqrt{(£X^2 - (£X^2)(n(£Y^2 - (£Y^2)}}$$

Table 3 below shows the Pearson correlation results for the variables.

Correlation results

Indicator		Data management systems	Information processing systems	Decision support systems	Employee performance

Data management systems	Pearson correlation	0.542	0.250	0.583	0.700
	Sig (2 tailed N)	0.001	0.000	0.001	0.000
Information processing systems	Pearson correlation	0.250	0.635	0.393	0.602
	Sig (2 tailed) N	0.000	0.000	0.000	0.000
Decision support systems	Pearson correlation	0.583	0.393	0.290	0.555
	Sig (2 tailed) N	0.001	0.000	0.000	0.000

The Pearson correlation analysis was conducted to assess the relationship between the three key components of Management Information Systems (MIS)—data management systems, information processing systems, and decision support systems—and employee performance at HOFOKAM Microfinance Institution. The results reveal a strong positive correlation between data management systems and employee performance ($r = 0.700$, $p < 0.001$), indicating that the more efficient and reliable the data systems are, the better employees are able to carry out their responsibilities. This suggests that when employees have timely access to accurate and organized data, their ability to process loans, serve clients, and monitor credit performance significantly improves. Additionally, data management systems are also moderately correlated with information processing systems ($r = 0.250$) and decision support systems ($r = 0.583$), emphasizing their foundational role within the MIS framework.

Information processing systems also demonstrated a moderately strong positive correlation with employee performance ($r = 0.602$, $p < 0.001$). This indicates that systems that enhance the flow and processing of information—such as those automating tasks, integrating communication across departments, and supporting efficient data analysis—positively influence how well employees perform their roles. Employees benefit from reduced duplication of effort and increased access to operational data, allowing them to respond more quickly and accurately to client needs. The correlation between information processing systems and the other MIS components—data management systems ($r = 0.250$) and decision support systems ($r = 0.393$)—further supports the idea that seamless information flow and integration

are essential for the broader MIS to function effectively.

The decision support systems also showed a positive and significant correlation with employee performance ($r = 0.555$, $p < 0.001$). This indicates that when employees are provided with decision-making tools, such as performance dashboards and forecasting models, they are better equipped to make informed and timely decisions, ultimately enhancing their productivity and job satisfaction. Moreover, decision support systems are positively correlated with both data management systems and information processing systems, suggesting that they rely heavily on accurate data and efficient information flows. These results confirm that each MIS component contributes uniquely and collectively to employee performance, and that strengthening these systems can lead to measurable improvements in operational effectiveness at HOFOKAM.

CHAPTER 5

SUMMARY OF FINDINGS IN RELATION TO CURRENT LITERATURE

Introduction

This chapter provides a summary of findings in relation to current literature, recommendations, and conclusion based on the study of the effects of data management systems (DMS), information processing systems (IPS), and decision support systems (DSS) on employee performance at Hofokam Microfinance Ltd Hoima branch. The study explored how these systems impacted employee performance in areas such as work efficiency, data retrieval speed, decision-making quality, accuracy, and security. The chapter summarizes how the findings align with existing literature, offers practical recommendations, and concludes by emphasizing the importance of these systems in improving organizational performance.

Summary of findings in relation to current literature

Summary of Objective 1: The Effect of Data Management Systems on Employee Performance in Relation to Current Literature

The study conducted at Hofokam Microfinance Ltd Hoima branch found that the data management system had a positive impact on employee performance,

particularly in areas such as work efficiency, data retrieval speed, accuracy, and data security. Employees perceived the system as improving work efficiency (mean = 4.09), speeding up data retrieval (mean = 4.18), increasing data accuracy (mean = 4.12), and enhancing data security (mean = 4.02). These results were consistent with prior research supporting the role of data management systems in enhancing organizational performance.

The findings were in line with Kuo et al. (2011), who highlighted that data management systems improve operational efficiency and decision-making. The study at Hofokam showed that quick access to accurate data boosted employee performance, mirroring Kuo et al.'s conclusion that better data access reduces errors and increases productivity. Similarly, the positive effect of faster data retrieval found in the study matched Turban et al. (2007), who emphasized that quick information retrieval is critical for timely decision-making.

The increased data accuracy observed (mean = 4.12) aligned with DeLone and McLean's (2003) assertion that accurate data is essential for effective decision-making and improving operational performance. The study also found that the system's enhancement of data security (mean = 4.02) reflected Zhang and Lee's (2008) research, which showed that robust data security fosters employee trust, ensuring efficient system use. Overall, the Hofokam study's results reinforced the existing literature on the significant benefits of data management systems in boosting work efficiency, accuracy, retrieval speed, and security.

Summary of Objective 2: The Effect of Information Processing Systems on Employee Performance in Relation to Current Literature

The study revealed that the information processing system had a positive impact on employee performance. The system was found to assist in processing large amounts of data (mean = 4.12), reduce human errors (mean = 4.27), and be easy to use (mean = 4.15). These findings were in alignment with existing literature, which emphasized the role of information processing systems (IPS) in improving efficiency, accuracy, and user satisfaction within organizations (DeLone & McLean, 2003).

The positive impact of the system on processing large data sets corresponds with research by DeLone and McLean (2003), who noted that information processing systems play a crucial role in enhancing operational efficiency. Their study highlighted that effective data management systems contribute to faster, more accurate decision-making. Similarly, the system's ability to reduce human errors observed at Hofokam (mean = 4.27) aligns with findings from Laudon and Laudon (2014), who argued that automation in systems minimizes the chances of human error, leading to improved work quality and accuracy. By reducing errors, IPS improve both the quality and speed of task execution.

The ease of use of the system (mean = 4.15) confirmed the findings of Davis (1989), who introduced the Technology Acceptance Model (TAM), asserting that systems that are easy to use are more likely to be adopted by employees. According to TAM,

when systems are user-friendly, employees experience increased satisfaction and higher productivity, as they are able to navigate and utilize the system with ease. The ease of use observed at Hofokam reflected this relationship, further supporting the notion that user-friendly systems are integral to boosting employee performance.

Summary of Objective 3: The Effect of Decision Support Systems on Employee Performance in Relation to Current Literature

The study conducted at Hofokam Microfinance Ltd Hoima branch found that the decision support system (DSS) significantly improved employee performance by enhancing the speed and quality of decision-making. Employees reported that the DSS enabled faster decision-making (mean = 4.31), improved decision quality (mean = 4.27), provided accurate data for decision-making (mean = 4.21), and reduced decision-making time (mean = 4.25). These results are consistent with existing literature that highlights the role of DSS in supporting more efficient and informed decision-making processes in organizations (Turban et al., 2007).

The finding that the DSS helped in making faster decisions aligns with research by Turban et al. (2007), who emphasized that DSS enable quicker decision-making by providing employees with real-time access to relevant data. Their study suggested that by streamlining the decision-making process, DSS contribute to overall organizational efficiency. Similarly, the Hofokam study's finding that the system improved decision quality (mean = 4.27) is supported by studies such as those by Laursen and Thorlund (2010), who found that DSS improve decision quality by offering data-driven insights that help employees make more accurate and reliable decisions. The system's ability to improve the decision-making process was reflected in the high mean scores reported by Hofokam employees, reinforcing the critical role of DSS in improving the quality of decisions.

The positive response regarding the accuracy of data provided by the DSS (mean = 4.21) is consistent with the research by Power (2002), who suggested that DSS are designed to integrate and present data in ways that ensure decision-makers have access to the most accurate and relevant information. This accuracy is crucial for making informed decisions that can positively impact organizational performance. Additionally, the system's role in reducing decision-making time (mean = 4.25) aligns with studies by Garg and Thakur (2018), who emphasized that DSS help reduce decision time by automating routine data analysis and providing actionable insights quickly, thus allowing employees to focus on more strategic tasks.

Conclusion

Data Management Systems (DMS) were found to have the most direct and substantial impact on employee productivity at HOFOKAM Microfinance Institution. By providing quick and reliable access to accurate and organized data, DMS significantly reduced delays in operations such as loan processing, client data retrieval, and report generation. Employees were able to work more efficiently, make fewer errors, and spend less time on administrative tasks. This streamlined access

to information not only improved task completion times but also enhanced employees' confidence in the data they were using, ultimately contributing to better individual and departmental performance.

Information Processing Systems (IPS) also played a critical role in enhancing employee performance by simplifying data-related tasks and minimizing errors. These systems enabled smoother internal communication and integration across departments, helping employees to process and share information more effectively. IPS reduced redundancy and eliminated many manual, error-prone processes, allowing staff to focus on more value-added activities. The automation of routine tasks also contributed to consistency and accuracy in service delivery, improving the overall operational flow and reinforcing employee effectiveness.

Decision Support Systems (DSS) were shown to further enhance performance by helping employees make better and faster decisions. These systems provided tools for data analysis, forecasting, and scenario evaluation, which supported informed decision-making, especially in complex or uncertain situations. As a result, employees became more confident and responsive in tasks such as credit risk assessments and financial planning. Although the impact of DSS was slightly less direct compared to DMS and IPS, it still significantly contributed to operational efficiency and strategic performance. Overall, the usability and accessibility of MIS tools—including DMS, IPS, and DSS—encouraged greater employee adoption, motivation, and improved performance across all departments at HOFOKAM.

Recommendations

Organizations should prioritize the enhancement of Decision Support Systems (DSS) by integrating advanced analytics, artificial intelligence, and real-time data processing capabilities. These improvements would enable employees to handle complex and time-sensitive tasks with greater confidence and precision. For microfinance institutions like HOFOKAM, this could involve the use of predictive modeling tools to assess credit risks, track repayment trends, or identify customer segments in need of specialized financial products. By upgrading DSS capabilities, staff can make more informed, data-driven decisions that minimize errors and delays, while also contributing to more strategic organizational planning. Enhancing these systems also ensures that decision-making processes are not just reactive but proactive, equipping employees with insights that allow them to anticipate issues and act swiftly.

In addition, there is a strong need to improve Data Management Systems (DMS) in terms of structure, security, and accessibility. A well-structured DMS ensures that information is categorized and stored efficiently, allowing employees to retrieve what they need quickly without wading through disorganized data. Security enhancements are equally critical, especially in microfinance settings where sensitive customer data is involved; implementing robust encryption and user authentication protocols will help maintain client trust and comply with regulatory requirements. Furthermore,

increasing the accessibility of data—such as through mobile-friendly platforms or cloud-based systems—can allow staff in remote or field locations to access real-time information, thereby improving responsiveness and operational efficiency. An improved DMS ensures that employees are empowered with the right data at the right time, reducing delays and promoting better performance.

Finally, continuous training and support are essential to ensure that all employees can use MIS tools effectively and adapt to any updates or system changes. Even the most advanced systems will fail to deliver value if users are not adequately equipped to use them. Training should not be a one-time event but an ongoing process, integrated into the organization's professional development strategy. This could include refresher courses, hands-on workshops, and technical support to help employees troubleshoot issues as they arise. For HOFOKAM, targeted training could be tailored to different departments, ensuring that each team maximizes the MIS functions relevant to their work. When employees are confident in their ability to navigate MIS tools, their motivation, productivity, and job satisfaction are likely to increase, further amplifying the positive impact of technology on overall organizational performance.

Limitations of the Study

One of the primary limitations of this study stems from its cross-sectional research design, which captures data at a single point in time rather than over an extended period. While this design is efficient and useful for identifying associations between MIS usage and employee performance, it does not allow for the establishment of causality. As a result, the study cannot definitively conclude whether the use of MIS leads to improved employee performance or whether high-performing employees are more likely to utilize MIS tools effectively. In the context of HOFOKAM, the performance metrics recorded may also have been influenced by other external factors such as seasonal workload fluctuations, policy changes, or staff turnover—all of which cannot be controlled or fully accounted for in a cross-sectional snapshot. This temporal limitation means that any interpretations regarding cause and effect should be made cautiously, and longitudinal research would be more appropriate to explore the long-term impact of MIS on employee outcomes.

Another limitation relates to self-report bias, which arises from the reliance on questionnaires and interviews as the primary tools for data collection. Respondents may have overestimated their use of MIS tools or reported higher performance levels due to social desirability bias, especially when they perceived the study to be affiliated with internal evaluations. Employees might also have misunderstood some technical MIS terms, leading to inconsistent or inaccurate responses. This bias may

have skewed the findings, painting a more favorable picture of MIS effectiveness than what might actually occur in practice. In the case of HOFOKAM, where employees may be motivated to portray a positive image of their role and technological competence, self-reported data must be interpreted with caution. Future studies could integrate objective performance indicators (e.g., system logs or productivity reports) to complement self-reported measures and strengthen the validity of the findings.

Areas for future research

Future research should explore the relationship between MIS usability and employee performance, with a particular focus on how system design impacts employee motivation, efficiency, and job satisfaction. While current studies show that MIS improves performance, there's limited understanding of how user-friendly interfaces, system navigation, and ease of learning influence employee attitudes and behaviors. Investigating this could reveal whether more intuitive MIS platforms lead to higher engagement and productivity among staff. This area is especially relevant for institutions like HOFOKAM, where user experience may significantly affect adoption and consistent usage across various departments.

Another important area for research involves examining the specific features of MIS, such as dashboards, automated reporting tools, and real-time data access, and how these influence employee output, accuracy, and decision-making. Different tools within the MIS framework may have varying levels of impact depending on the role and responsibilities of staff. For instance, credit officers may benefit more from risk assessment dashboards, while customer service staff may rely heavily on data retrieval systems. Studying these feature-specific effects would provide deeper insights into how to tailor MIS tools to different user needs, thus optimizing performance outcomes.

Future research should investigate the challenges and barriers to MIS usage, particularly in resource-constrained institutions. Factors such as system complexity, inadequate training, limited technical support, and infrastructure issues can significantly hinder MIS effectiveness. Understanding these limitations will help organizations develop better implementation strategies, invest in the right training programs, and design more supportive environments for technology use. Exploring these challenges will also shed light on the readiness of different institutions to adopt MIS and the kinds of interventions that could bridge the gap between system availability and effective utilization.

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APPENDICES

Appendix A: Sample Size Determination Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20130	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2013	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

N is population size

n is sample size.

Appendix B: Self-Administered Questionnaire

Dear respondent,

The researcher is a student carrying out a study on **EXAMINING THE INFLUENCE OF MANAGEMENT INFORMATION SYSTEMS ON EMPLOYEE PERFORMANCE: CASE OF HOFOKAM MICROFINANCE** INSTITUTION. People like you are expected to have important information regarding this study. It is against this background that you have been randomly selected in the above entitled study leading to the award of a Master's Degree. Remember your responses will be used for academic purposes only and will be treated with utmost confidentiality. Fill it in and have it returned to the Researcher.

Thank you for your positive response.

Yours faithfully,

Researcher

SECTION A: DEMOGRAPHIC DATA

Please in this section, you are required to tick (✔) the appropriate answer.

AI Age in years: (i) 18-30 ☐ (ii) 31- 40 ☐ (iii) 41 -50 ☐ (iv) 51- and above ☐

A2 Gender: (i) Male ☐ (ii) Female ☐

A3 Name of your Department……

A4 Position ……

A5 Qualification:

Diploma ☐ ii) Degree holder ☐ iii) Masters ☐

Any other (specify)

A6 Marital Status:

(a) Single ☐ (b) Married ☐ (c) Any other (specify

A7 Length of service

For all the following items in these sections, indicate your level of agreement or disagreement to the statements under each item; use the scale where; 1 = strongly agree, 2 = agree, 3 = Not Sure; 4 = disagree and 5= strongly disagree).

Research question one

How does the effect of data management affect employee performance at HOFOKAM micro-finance institution.

SN	Impact on Job Performance	SA	A	D	SD	NS
A1	Effective data management has improved my ability to complete tasks efficiently	5	4	3	2	1
A2	Data management has enhanced my job satisfaction.	5	4	3	2	1
A3	Data management has increased my	5	4	3	2	1

	productivity.					
A4	Data management has helped me make better-informed decisions.	5	4	3	2	1
A5	Data management has reduced the time I spend on routine tasks.	5	4	3	2	1
	Impact on Decision Making	**SA**	**A**	**D**	**SD**	**NS**
A6	Data management has provided me with valuable data and insights for decision-making.	5	4	3	2	1
A7	Data management has helped me to identify potential risks and challenges.	5	4	3	2	1
A8	Data management has improved the quality of my decision-making.	5	4	3	2	1
A9	Data management has made me more confident in my decision-making.	5	4	3	2	1
	Impact on Employee Development	**SA**	**A**	**D**	**SD**	**NS**
A10	Data management has helped me to develop new skills and knowledge.	5	4	3	2	1
A11	Data management has provided me with opportunities for professional growth.	5	4	3	2	1
A12	Data management has made my job more challenging and stimulating.	5	4	3	2	1
	Overall Satisfaction	**SA**	**A**	**D**	**SD**	**NS**
	I am satisfied with the effectiveness of our data management practices.	5	4	3	2	1
	I believe data management has positively impacted my performance.	5	4	3	2	1
	I would recommend our data management practices to other employees.	5	4	3	2	1

Research question two

How does the effect of information processing systems affect employee

SN	Impact on Job Performance	SA	A	D	SD	NS

B1	The information processing system has improved my ability to complete tasks efficiently.	5	4	3	2	1
B2	The information processing system has enhanced my job satisfaction.	5	4	3	2	1
B3	The information processing system has increased my productivity.	5	4	3	2	1
B4	The information processing system has helped me make better-informed decisions.	5	4	3	2	1
B5	The information processing system has reduced the time I spend on routine tasks.	5	4	3	2	1
	Impact on Decision Making	**SA**	**A**	**D**	**SD**	**NS**
B6	The information processing system has provided me with valuable data and insights for decision-making.	5	4	3	2	1
B7	The information processing system has helped me to identify potential risks and challenges.	5	4	3	2	1
B8	The information processing system has improved the quality of my decision-making.	5	4	3	2	1
B9	The information processing system has made me more confident in my decision-making.	5	4	3	2	1
	Impact on Employee Development	5	4	3	2	1
B10	The information processing system has helped me to develop new skills and knowledge.	5	4	3	2	1
B11	The information processing system has provided me with opportunities for professional growth.	5	4	3	2	1
B12	The information processing system has made my job more challenging and stimulating.	5	4	3	2	1
	Overall Satisfaction	**SA**	**A**	**D**	**SD**	**NS**
B13	I am satisfied with the effectiveness of the information processing system.	5	4	3	2	1
B14	I believe the information processing system has positively impacted my performance.	5	4	3	2	1
B15	I would recommend the information	5	4	3	2	1

	processing system to other employees.					

Research question three: What is the effect of the decision support systems on employee performance at HOFOKAM micro-finance institution.

Decision support systems at HOFOKAM micro finance institution.

SN	Impact on Job Performance	SA	A	D	SD	NS
B1	The decision support system has improved my ability to complete tasks efficiently.	5	4	3	2	1
B2	The decision support system has enhanced my job satisfaction.	5	4	3	2	1
B3	The decision support system has increased my productivity	5	4	3	2	1
B4	The decision support system has helped me make better-informed decisions.	5	4	3	2	1
B5	The decision support system has reduced the time I spend on routine tasks	5	4	3	2	1
	Impact on Decision Making	**SA**	**A**	**D**	**SD**	**NS**
B6	The decision support system has provided me with valuable data and insights for decision-making.	5	4	3	2	1
B7	The decision support system has helped me to identify potential risks and challenges.	5	4	3	2	1
B8	The decision support system has improved the quality of my decision-making.	5	4	3	2	1
B9	The decision support system has made me more confident in my decision-making.	5	4	3	2	1
	Impact on Employee Development	**SA**	**A**	**D**	**SD**	**NS**
B10	The decision support system has helped me to develop new skills and knowledge.	5	4	3	2	1
B11	The decision support system has provided me with opportunities for professional growth.	5	4	3	2	1
B12	The decision support system has made my job more challenging and stimulating	5	4	3	2	1
	Overall Satisfaction	**SA**	**A**	**D**	**SD**	**NS**
B13	I am satisfied with the effectiveness of the decision support system.	5	4	3	2	1

B14	I believe the decision support system has positively impacted my performance.	5	4	3	2	1
B15	I would recommend the decision support system to other employees.	5	4	3	2	1

Thank you for your valuable time and insights.

Appendix C: Interview Guide

Please refer to the general research questions.

1. How has the data management system affected the employee performance at HOFOKAM micro-finance institution.

2. How has information processing systems affected employee performance at HOFOKAM micro-finance institution.

3. How dose Decision Support Systems affect employee performance at HOFOKAM micro-finance institution.

NB.

For all questions probe for job performance, decision making, employee development and overall performance.

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

Office of the Vice Chancellor
Research Ethics Committee UG-026

14th November, 2024

JUDITH NAKINTU
Uganda Christian University
+256772659622
Email: judithnakintu35@gmail.com

UG-REC-026 APPROVAL NOTICE

To: Judith Nakintu, Principal Investigator

Re: UCU-REC Application titled: *Examining the Influence of Management Information Systems on Employee Performance Case of Hofokam Micro Finance Institution*

Application Number: **UCUREC-2024-1119**

Version: 4.1

Type: [ ] **INITIAL REVIEW**
[ ] Protocol Amendment
[ ] Letter of Amendment (Loa)
[ ] Continuing Review
[ ] Material Transfer Agreement
[ ] Other, Specify:

UGANDA CHRISTIAN UNIVERSITY
APPROVED
(UNTIL
14 NOV 2025
RESEARCH ETHICS COMMITTEE

I am pleased to inform you that the **UG-REC-026;** UCUREC approved the above referenced application.

Approval of the research is for the period from **14th November, 2024,** to **14th November, 2025**
This research is considered minimal risk category.
As Principal Investigator of the research, you are responsible for fulfilling the following requirements of approval:

1. All co-investigators must be kept informed of the status of the research.
2. Changes, amendments, and additions to the protocol or the consent form must be submitted to the REC for re-review and approval prior to the activation of the changes. The REC application number assigned to the research should be cited in any correspondence.

3. Reports of unanticipated problems involving risks to participants or other must be submitted to the REC. New information that becomes available which could change the risk: benefit ratio must be submitted promptly for REC review.

4. Only approved consent forms are to be used in the enrollment of participants. All consent forms signed by subjects and/or witnesses should be retained on file. The REC may conduct audits of all study records, and consent documentation may be part of such audits.
5. Regulations require review of an approved study not less than once per 12-month period. **Therefore, a continuing review application must be submitted to the REC eight weeks prior to the above expiration date of 14th November, 2025 in order to continue the study beyond the approved period.** Failure to submit a continuing review application in a timely fashion may result in suspension or termination of the study, at which point new participants may not be enrolled and currently enrolled participants must be taken off the study.
6. The REC application number assigned to the research should be cited in any correspondence with the REC of record.
7. Your research details have been shared with the Executive secretary of Uganda National Council for Science and Technology (UNCST) and you are **not** required to get clearance since you are a Master's Degree research. Refer to UNCST Research registration and clearance Policy and guidelines (July 2016) in Uganda section 6(e).

The following is the list of all documents approved in this application by **UG-REC _026:**

	Document Title	Language	Version	Version Date
1.	Protocol	English	1.0	2024-11-05
2	Questionnaire	English	1.0	2024-11-05
3.	Interview guide	English	1.0	2024-11-05
4.	Informed consent form	English	1.0	2024-11-05

Signed and Stamped

.....

Prof. Peter Waiswa.
UCUREC Chairperson,
pwaiswa@musph.ac.ug

UGANDA CHRISTIAN UNIVERSITY APPROVED UNTIL 14 NOV 2025 RESEARCH ETHICS COMMITTEE

2