CHALLENGES IN THE IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM IN PRIVATE FIRMS IN KENYA: A CASE STUDY OF GROWTH FROM KNOWLEDGE RETAIL AND TECHNOLOGY EAST AFRICA

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DECLARATION

Declaration by the Student

This research project is my original work and has not been presented to any other University.

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Declaration by Supervisor

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this project to the Almighty God for giving me life, good health and resources while carrying out this research. Special thanks to my parents Mr. and Mrs. Haniff whose guidance, faith and financial support enabled me to successfully pursue my studies. I also dedicate this research project to my beloved husband Charles Kimari and my child Rayman Kimari. I sincerely hope I am an inspiration to you to work harder and surpass my current academic achievements.

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ABSTRACT

The study examined factors that affect the successful implementation of Human Resource Management Information Systems in private firms in Kenya. Specifically, the objectives of the study were; to determine the extent to which employee competence affects the implementation of the HRMIS system; examine the extent to which management support and commitment affects the implementation of the HRIS system; determine the effect of technical support in HRIS system implementation. The study is significant to the Management of Growth from Knowledge Retail and Technology East Africa, Other Company Policy Makers and Future Scholars. The research design used was descriptive. The population for this study comprised of all employees working at GfK E.A. The total number of the population was 48. The information was collected by the use of a self-administered questionnaire. The collected data was coded and analyzed using both qualitative and quantitative analysis. From the findings, it was found that in technical capacity, technical employees with high skills in IT were expected to share the knowledge or educate non skilled employees in IT in order to help them conform to an IT compliant organization that fully uses HRMIS in managing the employees. It was noted that organizations that have adopted the system are having top managers who are optimistic and have a positive outlook towards adoption of HRIS; this was presumed that the managers were not in fear of any change. The study recommends that employees who are well skilled in HRMIS should also devote their efforts in sharing the Knowledge in networking among the employees with fewer skills. The management should also organize and support programs such as training despite the resources that would be used, the training to promote skills would make the whole exercise a success. Management should encourage regular employee training in order for the employees to obtain necessary technical skills. This process would help reduce dependence of external sourcing of costly technical staff.

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OPERATIONAL DEFINITION OF TERMS

Cost Maintenance   The resources utilized by an organization to improve, maintain and keep the computer systems running.

Employee Competence   This refers to the skills or characteristics of an employee that is needed to undertake jobs effectively.

Management Support   Participation and involvement of senior management or executive in organization activities and implementation of systems.

Technology Level   This refers to assistance and services provided by the service provider to users of technology products, software products or other electronic or mechanical goods.

LIST OF ABBREVIATIONS

EA   East Africa

GfK   Growth from Knowledge

HR: Human Resource

HRIS   Human Resource Information System

HRM   Human Resource Management

HRMS   Human Resource Management Systems

IS   Information System

IT   Information Technology

MS   Microsoft

PC   Personal Computer

UAS   User Adoption Services

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

In this chapter, the study comprises of background of the study, objective of the study, significance, limitations and the scope of the study.

1.1 Background of the Study

Human resource management system (HRMS) or human resource information system (HRIS) is a system that involves several processes where human resource management gets to interact with information technology (IT). The system enhance and increases efficiency of HRM. This two systems combines HR activities, functions and processes with information technology tools where data is processed and programmed into standardized routine and packaged into an enterprise resource planning software. Overall, the ERP system have one common database which is also referred to as universal database which consists of information combined from different applications. (Akai and Fishbein, 2012).

Konana and Balasubramanian (2015) observed that the system increases accuracy and efficiency in all HR activities including compensation and benefit programs, hiring and selection of employees, performance appraisals, employee development and upskilling. The amount of work for each department is reduced by the system and it also ensures better utilization of resource, task are done in good time and all processes are standardized in the department to ensure smooth flow. Overall the HR department is tasked with the most important role, to ensure smooth management of work patterns, keeping track of the resources and making sure processes are done in good time. Information technology (IT) has provided solution based applications which are easily available and will help the department in automating most of the routine tasks and other crucial tasks in the organization.

The HRMS are mainly developed in various principal areas of HR functionality. They are; the module of Time and labor management module: It applies processes that analyses the work of employees and the time it takes to accomplish the task. This module provides guidelines on how to establish and manage organizational cost accounting capabilities as noted by (Huang, 2015). Payroll; the payroll module

provides guideline on how to automate and consolidate the organization payroll, computing various sections of the pay process such as the time employee and attendance report, working on statutory deductions and other taxes, quality checks on payments that are done periodically.

The function of human resource management in any given organization has resulted in an increased emphasis and focus in aligning human resource management strategies with the business strategies to ensure actualization of goals and vision of the firm. So as to fulfill the needs of the market, one requires competent and innovative personnel with a reliable and effective HRM (Agarwal and Ferratt, 2009).

According to Hill, Smith, and Mann (2010) technology and HRM have a great influence on one another in which its wide nature goes way beyond to allow reinvention and reengineering of day to day HR functions. At the rate at which IT keeps evolving Human Resource (HR) personnel should be ready to welcome and take up the new changes which will create an overhaul in the organization work-design and in turn support a well-established managerial environment to allow innovation and have a more knowledge based organization. The changes in the environment has made personnel's in the HR industry demand for increase in speed, time and management of expenses which has lead them to embrace new technological advancement to address this needs.

According to Kwok and Gao (2012), the most beneficial results of adopting information technology in any given organization in the freeing of staff in HR department from many roles hence enabling the employees to focus on planning strategies in HR development. The organization can automate HR and other regular tasks such as processing of employee payroll, administration can also benefit from transactional activities in order for the HR staff to freely focus and spend more time on development and implementation of strategies to address organizational needs..

Human resource is acknowledged to be the most important resource in an organization, this has also been recognized by the globalized world of economies. To ensure that this resource continue to be relevant to the organization, the focus is in developing and making use of human resource system that is user friendly and is

computer based. Various applications of the system have been enhanced to bring ease in the HR functions and activities such as recruitment, selection and placement of employees, administration of the payroll, management of claims and reimbursements, employee development, future training, career mapping and evaluating production and performance. HRIS is also used to get information, provide easy access and analysis that is used to make strategic decisions. These information systems helps to improve efficiency and produce reports which are used in decision making (Kovach and Cathcart, 2010).

Kovach and Cathcart (2010) established that HRIS is a good investment for the organization as it helps in making decision for organizations of all sizes. Some of the reasons why companies should use HRIS include: to integrate the employees in HRIS, and to reinvent the role played by HR; to focus more on formulating HRM strategies; to increase competitive advantage by improving HR processes and also diversify HR operations.

HRIS function creates ease in HR activities since information is easily stored, retrieved, analyzed and updated. HRIS potentially have an impact on company profits, cost containment, performance and production improvement. What this means is, with proper utilization and use of HRIS, less resources will be required to do HR task and hence this will give the HR professionals more time to provide information and insights at the strategic level (Lee, Lee and Kwon, 2015). While Noy (2008) stated that human resource information system is set up to enable the IT system to take up processes and policies that will help in supporting computer applications and managing the human resource in the organization.

1.1.1 GfK Company Profile

Growth from Knowledge (GfK) Group was founded in 1934 by Professor Wilhem Vershofen. The mission for GfK was to make the consumer heard. The scientific institute based in Nurenberg was set up in 1934. This institution later developed into a market research company and was given a German name "Gesellschaft für Konsumforschung" which is now none as GFK. In 1960s, the organization begun a vigorous expansion plan internationally under the auspices of its nonprofit

organization GfK Verein and in 1984 it rolled out commercial activities that were taken over by the GfK GmbH.

GfK Group provides deep insights and market research, delivering well informed information services to major global players in the industry. The organization is well trusted for its market and consumer information that empowers its clients with knowledge which enables them to make smart decisions for their organizations. Gfk has experts who are passionate about research work and crown it up with the organization experience in dealing with big data from different fields. They have offices in over 150 countries. GfK converts large data into smart information which in turns enables clients to enjoy competitive advantage and enrich themselves with more choices and experience. Today's technology is what has made this a reality.

Many import issues in the journey of innovation for clients. Identifying areas of innovation opportunity that will benefit the clients and use a different approach in addressing their needs. What is also important to clients is the understanding of market trends and consumer needs keep changing with the needs of the environment. All these factors are important to the client to continue innovating new ways to remain relevant in the industry.

1.2 Statement of the Problem

There has been rising interest in the recent years, in embracing technology in the business world, which relates to adoption to the theory of innovation. Various studies have been done to get more informed and enlightened about the issues that affect implementation of Information Technology in organizations. Conceptual models have been developed by several researchers to confirm the acceptance of IT behavior traits. The number of studies done have not managed to give a comprehensive view of issues hindering acceptance of technology inventions in IT and adoption of HRIS (Schillewaert, 2012).

It has been observed that at Growth from Knowledge Retail and Technology East Africa (GFK), the organization is end up responding to incidents once occur, due to lack of proper planning for their human resource and hence they become reactive, rather than proactive. When such incidences occur, the organization is unable to make future forecast of its resources. This leads to last minute recruitment drive for

personnel and hence end up compromising the quality of candidate applying for the job. The company is experiencing understaffing because of inappropriate HR management systems. The management had not foreseen how systems improves efficiency, their belief on high costs and need for expensive expertise has put them off the systems despite the usefulness of the HRMIS. As a result of these observation, this study is aimed at examining elements that have an impact on successful execution of HRMIS in private firms in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The broad objective was to determine the factors that affect the successful implementation of Human Resource Information Systems in private firms in Kenya with reference to Growth from Knowledge Retail and Technology East Africa (GFK).

1.3.2 Specific Objectives

Specifically, this study was guided by the following objectives:

   i.   To establish the extent to which technical capacity affect successful implementation of Human Resource Management Information Systems at GFK.

   ii. To examine the extent to which management support affects the successful implementation of Human Resource Management Information Systems at GFK.

   iii. To assess the effect of cost of system maintenance on the successful implementation of Human Resource Management Information Systems at GFK.

   iv. To determine the effect of staff training on the successful implementation of Human Resource Management Information Systems at GFK.

1.4 Research Questions

The study was driven to answer the following research questions:

   i.   To what extent does technical capacity affect successful implementation of Human Resource Management Information Systems at GFK?

   ii. How does management support affects the successful implementation of Human Resource Management Information Systems at GFK?

iii. What is the effect of cost of system maintenance on the successful implementation of Human Resource Management Information Systems at GFK?

iv. To what extent does staff training affect successful implementation of Human Resource Management Information Systems at GFK?

1.5 Significance of the Study

1.5.1 Management of Growth from Knowledge Retail and Technology East Africa

This research will provide useful information to the management of the GfK organization on improvement areas to focus on, how to enhance the adoption of IT in their HRM, identification of these improvement areas may lead to complete optimization of their HRIS systems.

1.5.2 Other Company Policy Makers

This research will be beneficial to other organizations. Companies in Kenya are known to be very competitive. It will help them understand how HRIS can improve their effectiveness and also how to deal with factors that will enhance successful implementation of HRIS.

1.5.3 Future Scholars

The investigation will contribute to the research that exists on impact of IT on HRM and the effect of HRIS which may be of interest to researchers and academicians who may seek to explore the effects of technology on HR practices and may be used as a base for their researches.

1.6 Scope of the Study

The study focused on aspects of the HRIS system such as management support, staff training, maintenance cost and technical capacity and how they affect HRIS system implementation within organizations. The research was limited to Growth from Knowledge Retail and Technology East Africa Nairobi Office. The target population comprised of all the 48 employees working at GfK E.A. The research study was completed in five month from the month of January 2017 to May 2017.

1.7 Chapter Summary

The first chapter covers the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and chapter summary. The chapter addresses the factors that affect the successful implementation of Human Resource Management Information System in private firms in Kenya with reference to Growth from Knowledge Retail and Technology East Africa (GFK). The focus was on influence of technical capacity, management support, cost of system maintenance and staff training on implementation of Human Resource Management Information Systems at GFK.

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CHAPTER TWO

LITERATURE REVIEW

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2.0 Introduction

This chapter provides an overview of the existing literature on execution of HRMIS. The chapter focuses on empirical and theoretical review, research gap and the conceptual framework.

2.1 Review of Theoretical Literature

This research was anchored on the following theories Instrumental Theory, Substantive Theory and Concept of Acceptance Theory which are discussed on the following subsection.

2.1.1 Instrumental Theory

Instrumental theory was developed by Mary Tiles' and Hans Oberdiek's in 1991 regarding the knowledge and ingenuity developed at Intel and in Silicon Valley since the 1990s. The view that is widely accepted about technology is offered by Instrumental Theory. Technology is seen as tools that is used to simplify and automate functions that serves the user's needs. Technology is said to be neutral without its own evaluative content. What the concept usually imply is that technology can be employed to achieve means to an end by employing various innovations (Meredith, 2008).

In other word, technology is based on propositions that can be verified. The cost of technology is what inhibits the various use of technology and its adoption by individual firms. The neutrality of technology is credited to it reasonable traits of being universal and hence it's not influenced by neither social nor political factors. To some extent what is proposed is true but just like scientific ideas, maintain their state of mind and thought process in every way that is understandable in a more social context. What this means is that what works in one community will also work the same way in the others. Technology is said to be neutral as they have the same rules and standards of efficiency in every way (Ngai & Wat, 2014). The theory relates to this study in the context that the senior management usually imposes the new information technology systems on employees without necessarily studying their reaction towards the system and whether the employees are able to adopt easily.

Technology is universal and has measurements can be applied in different setting. It is also widely used to increase productivity in all sectors of the different industries.

2.1.2 Substantive Theory

Substantive Theory was developed by Ellul and Martin Heidegger in 2000. Substantive theory is best known through the literature of Ellul and Martin Heidegger where they argue that technology has evolved to an extent that it currently consists of a new system where a lot of restructuring has been done globally and hence provided new ways of doing things. This system is dynamic in nature and it has ultimately overtaken every prêt-technological territory and reform the entire social life (Gray, Matear & Matheson, 2000). What this means is there is no escape other than retreat as instrumentalization of society is destined to happen. A return to the old ways of doing things is the only solution to deal with this huge force of change.

Ellul argues that technical phenomenon has become a defining trait which accommodates all societies in the modern world regardless of their political class. He also states that Technique has become independent. Heidegger agrees that technology force is evolving at a very first rate will eventually overtake us will relentlessly overtake us in due time. People are more focused in changing the world entirely. He believes that technical changes of the current society is established in a more holistic approach to improve the potential of man and hence avoid any destructions (Igbaria and Cavaye, 2012). These assertions relates to this study on implementation of HRMIS in the context that during the implementation of the system, the organization has a responsibility to examine the holistic power and will to accepting the technology so that it can be implemented successfully.

2.1.3 Concept of Acceptance Theory

The Concept of Acceptance Theory by Dillon & Morris, (1996) demonstrate that users are willing to embrace information technology as it supports them in their day to day tasks. The concept is not being used in situations which will require evidence of use, or to use it for the purposes that is not planned by the designer (a good example is using internet at work for personal entertainment or for other uses that are personal), to some level it's still not clear since its actual usage may drift from planned usage, but from the theory such drifts are not that important, what this means is that the steps

involved in the user acceptance of information technology can be tailor made to fit the purpose intended. (Bagozzi & Warshaw, 2012).

System users who do not accept the systems have proven to be one of the hindrances that affects the success of new information system in organizations. Best performance cannot be actualized due to failure of the user from properly utilizing the system. What this means is that the most crucial component that contributes to the success of any information system relies fully on the users acceptance. Hence it is important to address and analyze this topic well in order to provide more insights on various aspects and factors that are problematic and also look at findings from different scholars up to date (Bagozzi & Warshaw, 2012).

2.2 Empirical Review

One most important tool for many businesses is Human Resource Information Systems (HRIS), Hair, Samouel and Page (2012) says even the small offices need to understand the benefits such as efficiency, they would gain by using HRIS. Firms have not realized the amount of losses they make in terms of monetary and time wastage by use of manual human resource management until they sit down and analyze the resources used. As technology evolves HRIS has shown a upward growth and its slowly converting into a technical field. The firms become more efficient and effective as the system helps in cutting down costs by automating routine tasks and allowing fast access to information that is used to make quick decision. In order for organizations to have a competitive edge they need to be effective and efficient in every sector of their business including HR department with all its functions and strategies which is aligned with the business goals and objectives.

2.2.1 Technical Capacity and implementation of HRMIS

Beadles, Lowery, John (2015) in their survey on how Human Resource Information Systems affect the public sector, Beadles, Lowery, Johns found that lack of staff, budgetary allocation, collaboration of all functions in the firm, lack of technical support and time management in the management of HRIS were some of the constraints.

These are some of the common hindrances that are related to any information system, there are factors that are more distinct and they also act as potential barrier during managing and implementing the system. Some of these barriers are related to high complex processes involved in formulating HR policies and also ensure they are aligned to the national laws of the country, identification of the person in charge of the design of the system, difficulty in measuring the return on investment (ROI) and threat of losing personal data HRIS encompasses. The authors in this study have tried to investigate the challenges that hinders execution of the new technology and what action to take in order to overcome this difficulties and at same time get to enjoy the benefits of the system.

Man, Ahmad and Khurram (2012) studied the determinants of Information Systems and Performance of Human Resources Department. The methodology used in the study involved the use of a questionnaire with Likert-type items and open-ended questions to weigh what is perceived by the human resource directors in relation to the determinants of the Human Resource Information Systems (HRIS), turnaround time for all the activities, the cost involved in HR functions and the use of information by the different management levels in the organization. Out of the twenty surveys that was done for the HR professionals, only eighteen of those who concluded the survey, their response was what was used in drawing conclusions of the study. The study found organizations are now more informed and appreciate the importance of access of information in a more speedy way and being able to store large data for organization in a way that is more secured. Organizations now acknowledge the opportunity Human Resource Information System (HRIS) creates by playing a more administrative and strategic role through the HR department and also by running other operations in the organization. The main aim was to know the length at which HRIS is being used in strategic functions and in increasing in effectiveness of all routine tasks in the organization in reference to human resource. The outcome of the study shows that HRIS is a great system and it adds more value to the department and has a positive impact in achieving administrative efficiency. However the usage of HRIS has not been fully utilized.

Chapman & Webster (2013) studied how technology is used in hiring, evaluating large numbers of job applicants and finally selecting the most competent applicant for

firms which are in the manufacturing industries in Nairobi. It was found that in order to deliver the strategic competencies promised remained unrealized. Initial findings suggested that although technology has evolved and systems have been upgraded, Human Resource Information Systems was used to automate routine tasks and other functions traditionally performed by HR professions, it was also noted that its strategic potential was not realized. The results of the study showed three main challenges that hinders HR from playing their role as a strategic partner. The first challenge was getting full support and commitment from the senior management and the resources required for upgrading the system. The second concern was managing functionality associated with the system and its complexity. The third challenge was user acceptance most especially the key managers and employees and how to manage changes that comes with the introduction of the new system or upgraded system.

Nga and Wat, (2012) studied the implementation of HRIS in Processing firms in Kenya. The study adopted descriptive statistics. The study found that what stood out to be the most important advantage gained from the implementation of human resource information systems was, the speedy feedback and also improved the rate at which one can access information, which enhanced efficiency and reliability. The most significant limitation was financial backing due to the fact there was no sufficient budget if any to cater for the cost. The study further revealed that users participation, perceptions, characteristics, intentions, computer experience, external pressure, support from the management, information from external source and training have a great impact on successful adoption of information technology and how it's accepted widely.

Bahlol, Vimarlund, Timpka, (2012) studied Implementation of Health Information System being a qualitative meta-analysis found that healthcare information systems (HISs) are normally adopted with the main aim being, to improve the efficiency and ensure the services offered are safe as well as to observe all quality standards which are patient driven. However the adaption of HIS have not met expectations. There is still a lot more that can be done to enjoy full benefits. An analysis was performed by multi-disciplinary team that covered various areas of the primary studies. It was discovered that efficiency of the organization depends on other factors as well other than HIS alone. Such factors include strategic, tactical, and operational actions,

including management involvement, compatibility of software's, integration in healthcare workflow and most importantly, involving the persons using the system, training and education.

2.2.2 Management Support and Implementation of HRMIS

Kinyua (2012) studied the difficulties faced in execution of HRIS by government institutions in Kenya. A census survey was done from a representative subset which was appropriate since the investigation was done on real time and the information showed what was happening in the current day and time. The study included all state corporations in Kenya and a questionnaire that was semi-structured to allow flexibility when collecting the primary data. The study targeted Human Resource professions who were heading HR functions in the state corporations and the questionnaires and feedback were sent via email. The information collected was processed through the use of descriptive statistics and coding. The findings of the research indicated that major challenges faced by majority of the human resource managers in the execution of HRIS in government institutions, is embracing Information Communication Technology (ICT). In order to facilitate the process Kenyan state corporations ensured they had well qualified and competent staff, they emphasized on time management, made sure there was enough funds and adequate information technology support. However, the main challenge in executing HRMIS in Kenyan state corporations remains to be adoption and use if ICT.

Fatuma (2014) studied elements perceived to influence the execution of Human Resource Information Systems at Kenya Revenue Authority. The researcher adopted a descriptive survey design. The study group consisted of KRA employees based in Nairobi. The method of sampling used was random stratified method. The data collection tool used to collect primary data was use of questionnaire which were given to all respondents. Analysis of the information collected was descriptive statistics which included ranking orders, frequencies tables, standard deviation, percentages, mean scores and pie charts. The respondents agreed to the fact that top management support, effective communication, training, support of ICT department, support of HR department and user involvement influences the implementation of HRIS at KRA. The study recommends allocation of adequate resources by management for the implementation and maintenance of the HRIS. Communication between managers

and employees needs to be encouraged. The most crucial role of HR managers should be more proactive and facilitate the entire process of HRIS implementation in their organizations. The present study has important effects on other scholars work in terms of academics, whose main aim is to get more insights of HRM, HRIS adoption and implementation in countries that are not well developed. To the public institutions, the study provides ways to overcome challenges with more detailed information on how to facilitate the execution of HRIS which in overall should help HR professionals get in-depth understanding and also be more objective about benefits, HRIS execution status, barriers and applications.

Lee (2014) carried out a study on technology behavior in regards to embracing how to embrace it: A case of Internet Technology in medium scale businesses. A survey of 100 senior HR managers was conducted, in all firms employing over 500 employees. Out of this only a quarter agreed that strategic activities of HRM such as performance management, leadership development and workforce planning were very well supported by the IT systems. The study gap existing between the support of functions of the administration and human resource strategies should be addressed by directors being involved for the purpose of delivering best results to the board of management. The research findings stipulated that human resource management has been evolving and playing a more strategic importance which is supportive towards fundamental objectives of given businesses. However, some of the systems that are being used by human resource functions not meeting up the standards. This implies that an organization should arm itself especially human resource directors with best tools and technology systems.

Kovach & Cathcart (2010) studied HRM systems that were providing the businesses with faster access to the data, the research finding evidently showed that a lot of commitment and support from senior management plays a big role in HRIS adoption in organizations and this is supported by HRIS adoption literature. Bhattacherjee (2008) identified the three main problematic areas of adoption of IT in companies, is lack of interest, support and attention by management to IS. Top management commitment and support are vital in the success of IS within companies. These scholars argued that senior management IS changes and improvement directly. For IT to succeed in organizations, it was found that, the expected advantages of becoming

techno savvy can be achieved by fulfilling one of the key conditions, which is controlling costs..

2.2.3 Cost of System Maintenance and Implementation of HRMIS

Kombo & Tromp (2013) studied the use and impact of Human Resource Information Systems on HR professionals. They carried out a survey and interviews to analyze and get more insights on areas of use and provide a framework of further discussions and comparison in the academics field. The usage of HRIS was further addressed and they wanted to find out whether it added any value to the organization and also if it played a strategic role for HR functions. The study found that the usage (HRIS) enables the human resource professional to play a critical role by becoming a strategic player who sit in the directors and contribute in making strategic decision. HRIS is widely used in organizations of different sizes due to the increased functionality and affordability. What is more surprising is that there is little knowledge about the current usage of HRIS, whether there are great differences between sizes of the companies, or the impact it has on human resource personnel. The research outcome were measured against other sectors that use similar systems. Few differences were found between enterprises in regards to their size, from the study that was done. However, the most distinct use of HRIS for strategic partnering has made HR professionals to be recognized as business partners, but there is still a lot more they can gain from the system, like colleagues from other professions.

Kanake & Onyiego (2016) studied strategies and cost challenges in the implementation of Human Resource Information Systems in Kenyan universities. The main objectives were; to explore strategies that are appropriate in sustaining HRIS usage on delivery of service in universities in Kenya; to identify the difficulties related to the usage of HRIS in terms of service delivery. The research design that was used was survey. Target population were employees from the departments of Finance, from the two Universities, Information and Communications Technology and Human Resource. The researcher used questionnaires to collect data from the respondents. It was identified that the new system received negative response from the employees as they resisted the change from manual to automated systems due to the challenges they faced in the usage of HRIS. Other challenges faced by the universities were lack of competent employees, high maintenance cost and the organization unwilling to

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change their traditions. The research findings indicated that organizations should have a clear goals and objectives of what they want to achieve so that the usage of HRIS can be enhanced. They should acquire a system that will serve their needs, ensure they have enough resource needed to set up HRIS, all staff should receive continuous training so that they become more conversant with the software and also ensure HR hire competent staff who can work with the system.

Weeks (2013) did a study on the impact of Human Resource Information Systems on employees. From the analysis, the research identified the recurring problem with current HRIS was caused by lack of support mechanism, poor planning and processes in place. What has also been mentioned is complication of the system, inflexibility, and incompatibility with other systems within the firm with interfaces that employees found to be too complex. The struggle with many firms is to implement HRIS goals within affordable costs and to make information available to employees. Continuous training of the staff so that they can make good use of HRIS and ensuring the system is fully utilized is another problem facing organizations using HRIS. HR systems used by successful firms reinforce consistency and reliability. Fast expansion of many firms will be witnessed in the future due to utilization of HR (E-HR). This is the HR strategy that is tasked with distributing HR functions to the business partners in the organization. One of the major dissuading aspects of these systems has been the high implementation costs and maintenance of which organizations are finding it to be too expensive to sustain.

Ebenezer, Ankrah, Sokrohuman (2012) studied Resource Information System in HRM as a strategic tool. The aim of the research was to establish the strategic benefits firms can enjoy from using HRIS and the role it plays in ensuring effectiveness of strategic human resource management. The study found adoption of HRIS in the organization had a positive impact on CTS and DMC. Conceptual model was developed from various HRIS literature reviews and a hypothesis was formulated to test the relation or connection between the independent variable which in this case was HRIS and the dependent variables was Cost and Time Savings (CTS), Employment Development Commitments (EDC) and Quality Information Effects (QIE). Organizations that focus on incorporating HRIS and its uses in the organization will benefit from proper time management, low operation costs and

enhanced strategic decisions. Financial support and resource appraisal are critical in the initial stages of setting up HRIS and also sustaining it in the long run.

2.2.4 Staff Training and Implementation of HRMIS

Ama Karikari, Boateng, (2015) studied about Human Resource Information System and the role it plays in the process of employees activities. This study carried out interviews in Greater Region (Ghana) for two managers in HRIS in the hospitality sector to identify the contribution, challenges and the benefits of HRIS. It was discovered that the system played an important role in analyzing tasks in every position in the department and its job title in the firm, positions that were vacant was also identified, it gave more information on training gaps and staff who needed upskilling, quick decisions were made about succession planning and key employee were identified and trained in good time. The conclusion of the study was that HRIS played a very important role in managing human resource. Integration of HRMIS together with other systems in the organizations enhances the speed in which information is shared and helps in making quick decisions in organizations.

Katou (2012) studied the impact of training policies of human resource management in relation to the performance of organizations who are in the manufacturing industry. This article investigated whether there is any impact on performance of the organization in the manufacturing sector from human resource management (HRM) training policies. The research sample was on a small number that represented all the firms. The unrealistic model of HRM adopted, conducted the research study. Research findings showed the model received great support, which indicated that organizational performance while using HRMI systems was positively related to the training, promotion, incentives, HRM recruitment policies, employee benefits, employee involvement, and health and safety conditions of employees
.

Schuler, Dolan & Jackson (2011) studied and focused on the progression and transpiring cases in Human Resource Management; Introduction of global and Trans cultural perspectives. The extent to which organizations can enjoy competitive advantage by use of HRIS can be made possible by the role played by HR personnel within that organization. Failure to change from old culture of HR department of personnel role, not even the most effective HRIS can give an organization a

competitive edge. The details extracted from the system is not put into full use, reason being the users have difficulty in interpreting the report that is generated by the system and they do not know how best to use it to add value. They are not able to make tactical decisions from the information provided. Overall, what this means is more study needs to be done to identify more strategic benefits from HRIS that can be enjoyed by the entire organization and also increase the efficiency of its operations.

2.3 Summary and Research Gap

Man, Ahmad and Khurram, (2012) studied the determinants of Information Systems and Performance of Human Resources Department. The study found that importance of information storage and retrieval have clearly been understood by organizations. HR managers now have the opportunity to be more strategic and administrative in the daily operations of the organization by adopting Human Resource Information Systems in the organization. The study showed greater value addition in the department by making it more efficient. This was achieved through the use of HRIS. However, it can be criticized in the sense that all of its benefits are difficult to quantify. Lack of full recognition of HRIS utility as a strategic tool has prevented the system to be fully utilized and hence loose out in enjoying competitive advantage.

Kombo & Tromp (2013) studied the use and impact of human resource information systems on human resource management professionals. HRIS are being used extensively in organizations of all sizes due to the increase of both functionality and affordability. There is limited information that is known currently, about the usage of HRIS, in regards to companies in terms of their sizes, whether the experience is different, or about the effect the system has on human resource personnel's and the functions they are tasked with. The outcome of the study were measured against other sectors who use MIS. The result noted very minimal difference existed between large company usage and SME. Moreover, it was observed that the particular use of HRIS for strategic partnering, enhanced the integrity and reliability of HR professionals but there is a lot more they can benefit from the system that is yet to be realized.

All these studies focus on the general factors that affect HRIS implementation and general elements that have an impact on the adoption of the IT systems in organizations and not HRIS in particular, none of the studies focus on various factors

that affect HRIS implementation in organizations. This study is trying to fill the gap that has been left with regards to studies carried out and has thus clearly identified the factors that affect the implementation of HRIS in organizations.

2.4 Conceptual Framework

The conceptual framework of this study was based on the notion that there are elements that have an impact on the implementation of the HRIS system in organizations. This Conceptual Framework was based on the idea that the dependent variable depends on the independent variables.

Figure 2.1 Conceptual Framework

Independent Variables   **Dependent Variable**

```
┌─────────────────────────────┐
│  Technical Capacity         │──────────┐
└─────────────────────────────┘          │
                                         │
┌─────────────────────────────┐          │    ┌──────────────────────────┐
│  Management Support         │──────────┤    │ Implementation of Human  │
│                             │          ├───▶│ Resource Management      │
└─────────────────────────────┘          │    │ Information Systems      │
                                         │    └──────────────────────────┘
┌─────────────────────────────┐          │
│  Cost of System Maintenance │──────────┤
│                             │          │
└─────────────────────────────┘          │
                                         │
┌─────────────────────────────┐          │
│  Staff Training             │──────────┘
│                             │
└─────────────────────────────┘
```
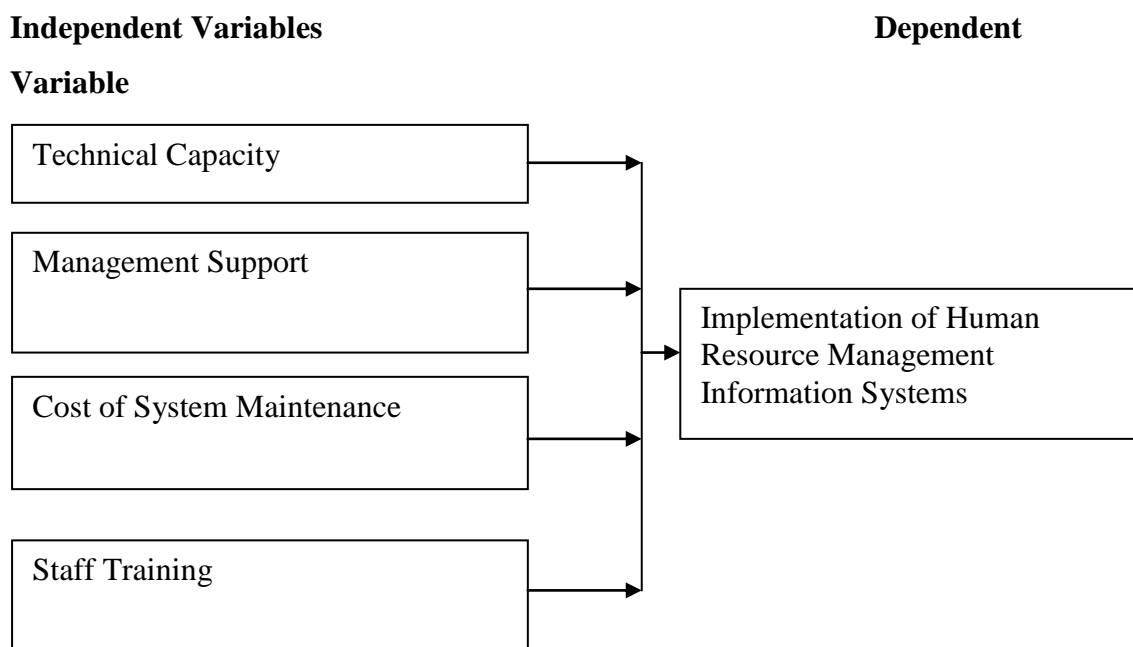
2.5 Operationalization of Variables

Figure 2.2 Operational Framework

Parameters	Independent Variables	Dependent Variable

Parameters	Independent Variables	Dependent Variable
Coding Skills Knowledge sharing abilities Timeline management Communication skills	Technical Capacity	
positive attitudes management priorities level of commitment frequency of attendance	Management Support	Implementation of Human Resource Management Information Systems - increase efficiency -boost productivity
Purchasing cost Cost of hiring System upgrade cost	Cost of System Maintenance	
Number of training programs Staff training selection Type of Trained skills	Staff Training	

2.5.1 Technical Capacity

Having the right competencies allows employers to implement new technologies in the organization with little resistance. It facilitates quick adaptation to change since employees will have familiarity of the new technology. The skills believed to be useful at this point to have a successful implementation process of HRIS are coding skills, have the knowledge sharing abilities and possessing timeline management ability.

2.5.2 Management Support

Commitment of top management, in regards to new innovations, systems and any other changes in the organization contributes to successful adoption, while a lack of their support impedes the adoption. With the importance of the part played by the top-

level managers in organizations, it is expected that the managers need to posses positive attitude, prioritize the implementation process and the managers are expected to show their commitment by the frequent visit they make towards gathering for the purpose of implementing HRIS.

2.5.3 Cost of System Maintenance

Many consultant firms that perform services for organizations need to know the type of system that is appropriate for specified organization. The consultant firms are expected to promote implementation process of HRIS by setting reasonable purchasing costs, by quoting costs of hiring the consultancy services clearly and also provide the costs needed whenever there was upgrading of the HRIS.,

2.5.4 Staff Training

An organization can achieve its objectives of implementing human resource information system to achieve goals by using strategies of skilled, knowledgeable and competent employees. The management has to come up with appropriate number of training programs to improve IT skills. The selection criteria for employees requiring the training programs has to be undertaken fairly and openly. The training is then conducted and evaluated to establish whether the objectives were met.

2.5.5 Implementation of Human Resource Management Information Systems

The implemented human resource management system with the ability to streamline the entire HR department, reduce errors, improve compliance, boost productivity, improve morale and increase efficiency. Human resource management system is an investment that most businesses will never regret making. There are steps that one can take, however, that will allow one to add the human resource management system smoothly and begin enjoying its benefits quickly.

2.6 Chapter Summary

This chapter is a review of relevant literature which is considered necessary in helping to understand the research study. It addresses theoretical orientation, empirical review and the conceptual framework. Literature review is a systematic process of identifying, locating and analyzing of details from other sources relating to the topic that is being researched on.

<p style="text-align: center;">**CHAPTER THREE**</p>
<p style="text-align: center;">**RESEARCH METHODOLOGY**</p>

3.0 Introduction

This section presents the research methodology. It comprises details for the collection, measurement and analysis of data. It therefore discusses the research design, population and sampling design, data collection methods and data analysis methods.

3.1 Research Design

Kumar (2008) outlines research design as methods used in conducting research. The appropriateness of a research technique depends on numerous issues including but not limited to the research problem and the complexity of knowledge necessary for the phenomena in question. The research design that was used for this study was descriptive. Descriptive research is intended to obtain data that defines the features of the topic of concern in the research (Bray and Maxwell, 2010). The descriptive technique aids in creating priorities definite to areas under research such as assessing the factors that implementation of HRIS in organization. This design was identified to allow the researcher to employ survey tactic in conducting the research.

3.2 Target Population

This refers to the part of the population which the researcher is interested in reaching (Given, 2008.) It represents the subjects that meet the present criteria within a study. According to Mugenda and Mugenda (2003) a research population is also known as a group of people who have similar characteristics therefore, all individuals or objects within a certain population usually have a binding characteristic or trait. The main focus is usually for scientific query. The description of the population have similar characteristics. The population for this study comprised of all employees working at GfK E.A. The total number of the population was 48. The details about the target population was presented on the table 3.1.

Table 3.1 Target Population

Target Population	Frequency	Percentage
Top Level Management	5	10
Middle Level Management	14	29
Support	29	61
Total	**48**	**100**

Source: Author (2017)

3.3 Sample and Sampling Technique

This is a subsection of the population representing the whole population. The information obtained from the sample can be generalized back to the population (Given, 2008).

Hai, Holborn and Langley (2009) defines a sample as a comprehensive record of things that are being investigated, where just a portion is drawn for the research study. A sampling frame contains a geometric identifier for particular individuals within a population, in addition to other classifying information about the population characteristics that facilitate analysis by allowing for the division of the population into further frames for an in-depth analysis. The sampling frame for this study was census where all employees working at GfK were considered. The data was obtained from the Human Resource (HR) Department of the firm.

3.4 Instruments

The study utilized both primary and secondary data. Secondary data was used to set the basis of the study from previous researches carried out on the study topic. Primary information was collected by the use of a self-administered questionnaire. According to Wilkinson and Birmingham (2003), questionnaires are the best tools for quantitative research since they are easy to administer and they are fairly low-priced. They also note that questionnaires can be used to cover the population effectively and can also be administered with the slightest of training as well as being easy to analyze once they have been filled. For these reasons, the researcher selected questionnaires as the appropriate tool for data collection.

3.5 Pilot Study

The following discussion constitutes the validity and reliability of research instruments

3.5.1 Validity Test

Trochim (2006) defines validity as the degree to which a test measures what it is supposed to measure. Validity is measured in degrees. It's almost impossible for an instrument to be 100% valid because there are always few margin of errors. As a process, validation involves measuring the accuracy of an instrument or a tool by collecting and analyzing the data. To confirm validity, the questionnaires were confirmed by the research supervisor and research expert. This was done by formulating the questionnaire and present to the supervisor for a review and guidance. The research expert also involved directing on simplification of questions for easy understanding by the respondents.

3.5.2 Reliability Test

This is a test done to determine the rate at which the instrument will produce the same results every time it's tested. Several tests can be done to determine reliability. Therefore, reliability must be determined because the result should be consistent in terms of quality whenever the test is done at different times (Lyon, 2007). Glass and Hopkins (2012) states that a sample of population that is over 10% was considered to be well representative of the entire target population. Therefore, to confirm reliability 5 questionnaires being 10% of the total population was developed then pilot tested among the staff at the organization. Their responses was used to assess whether the rest of questionnaire are reliable. However, at the end of the exercise, corrections were undertaken on the main questionnaires before they were all distributed to the entire staff at the organization.

3.6 Data Collection Procedure

Questionnaires were developed into structured and unstructured questions. Thereafter, all the questionnaires were distributed to the staff at GFK offices. This was achieved by a basic approach of hand delivery. The staff were given four days to respond to questionnaires before they were collected back for the analysis to be done.

3.7 Data Analysis and Presentations

The data was analyzed quantitatively and qualitatively. Quantitative analysis was based on the responses from the closed-ended items of the questionnaire. This was guided by adopting descriptive statistics such as frequency mean, and percentages aided by excel package system of analysis. Qualitative analysis was based on open ended items in the questionnaire and was analyzed by adopting content analysis approach in which it involved describing in words the views that was shared by the respondents. According to Mugenda and Mugenda (2003), quantitative analysis includes the process of managing and translating data into meaningful expressions like charts and frequency tables. They state that this is important since it enabled researchers to make sense of the collected data. For easy analysis, the collected data was coded guided by the study variables to guarantee a minimum margin of error and ascertain that the data analysis was accurate.

The collected data was coded and analyzed using MS excel and frequency distribution for analysis. This was done so as to ensure a thorough analysis was done. Data was analyzed using descriptive statistics. The researcher used percentages to analyze closed-end questions in the questionnaires. Tables and pie charts were used to present analyzed data.

3.8 Ethical Consideration

3.8.1 Informed Consent

This entailed obtaining necessary permission from both the administrators of the university and the management of the selected organizations. Their permission was useful in ensuring that this research study was successfully completed so that the findings that was collected in the consequent stages does not breach the rules and regulations laid down when undertaking this research work.

3.8.2 Voluntary Participation

Voluntary participation means all the people involved in the research do it out of free will. No one is forcing them. Participants had a choice to choose to discontinue to participate at any point in time without having a negative impact on the program or their involvement in future. It was therefore, the right of the participants to leave a

program at any time and no pressure was placed on those who chose not to continue to participate in the research.

3.8.3 Confidentiality

Confidentiality means that information is not made public or accessed by anyone else other than the researcher himself. Reports were well worded to avoid identification of the participants despite the fact that their names were not used.

3.8.4 Privacy

This is where the participant has a right to privacy when involved in a research. When something is private to a person it means they are sensitive about it. This is one of the most important ethics in research. To ensure privacy was observed preserve participants' privacy, the data went through a process which made sure you could not link the information to the person.

3.8.5 Anonymity

Anonymity is a state in which a person does not want to be known and it has no room for compromise. The research team will never get to know who the participants are. This was almost impossible to achieve since the participants in the context of social research are usually known to the program coordinator.

3.9 Chapter Summary

This chapter constituted the techniques used in conducting the study. Therefore, the chapter provides descriptive research design which helped researcher to plan and carry out descriptive studies. The location of the study was based at the administrative office of Growth from Knowledge Retail and Technology East Africa. The target population was 48 staff. The study adopted stratified random sampling methods. The questionnaires were used to collect data. Data analysis was through qualitative and quantitative techniques.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCCUSSIONS

4.0 Introduction

This chapter addressed the data as per each objective in order to obtain the relevant results which were presented in the tables and figures. In addition the contents of the chapter were as follows introduction and presentation of findings.

4.1 Presentation of Research Findings

The presentation of research findings were on tables and figures.

4.1.1 Response Rate

Table 4.1 and figure 4.1 below shows the number of questionnaires that were returned by the respondents and those that were not returned by respondents.

Table 4.1 Response Rate

Category	Frequency	Percentage
Responded	42	88
Did not Respond	6	12
Total	**48**	**100**

Source: Author (2017)

Figure 4.1 Response Rate
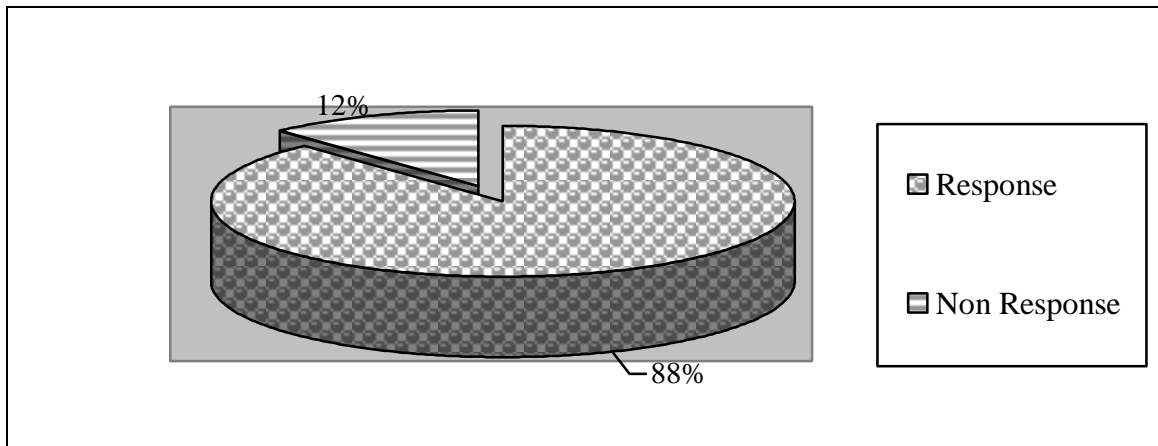
 Source: Author (2017)

From the table 4.1 and figure 4.1, out of 48 questionnaires distributed 42 questionnaires were completed with response rate of 88%. This was adequate to make conclusion for the investigation. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a response rate of 60% is good and a response rate of 70% and over is excellent.

4.1.2 Gender of the Respondents

The responses in respect to the gender of the respondent is shown in table 4.2 and figure 4.2.

Table 4.2 Gender of the Respondents

Category	Frequency	Percentage
Male	25	60
Female	17	40
Total	**42**	**100**

Source: Author (2017)

Figure 4.2 Gender of the Respondents
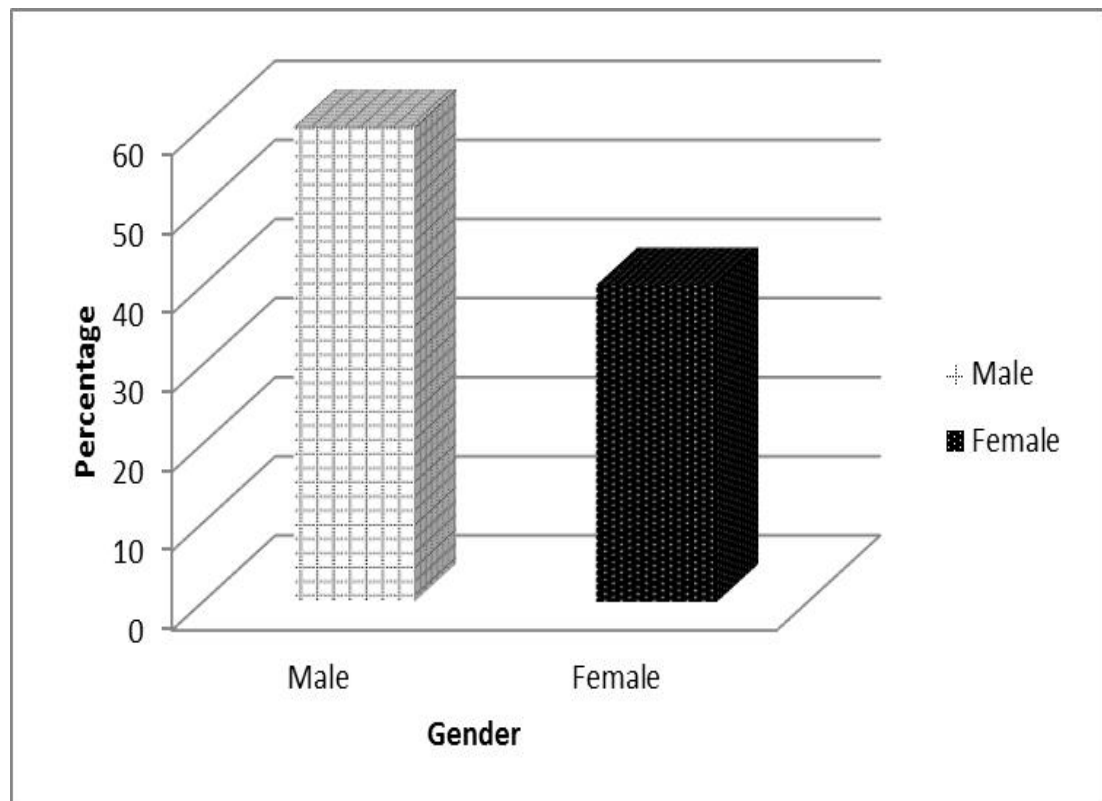
Source: Author (2017)

From the table 4.2 and figure 4.2 shows that 60% of the respondents were male, while 40% of the respondents were female. This indicates that majority of the respondents were male showing a fair representation of the gender.

4.1.3 Education Level

Table 4.3 and figure 4.3 below gives the highest education level of the respondents.

Table 4.3 Highest Education Level

Category	Frequency	Percentage
Secondary	6	14
College	10	24
University	14	33
Post Graduate	12	29
Total	**42**	**100**

Source: Author (2017)

Figure 4.3 Highest Education Level
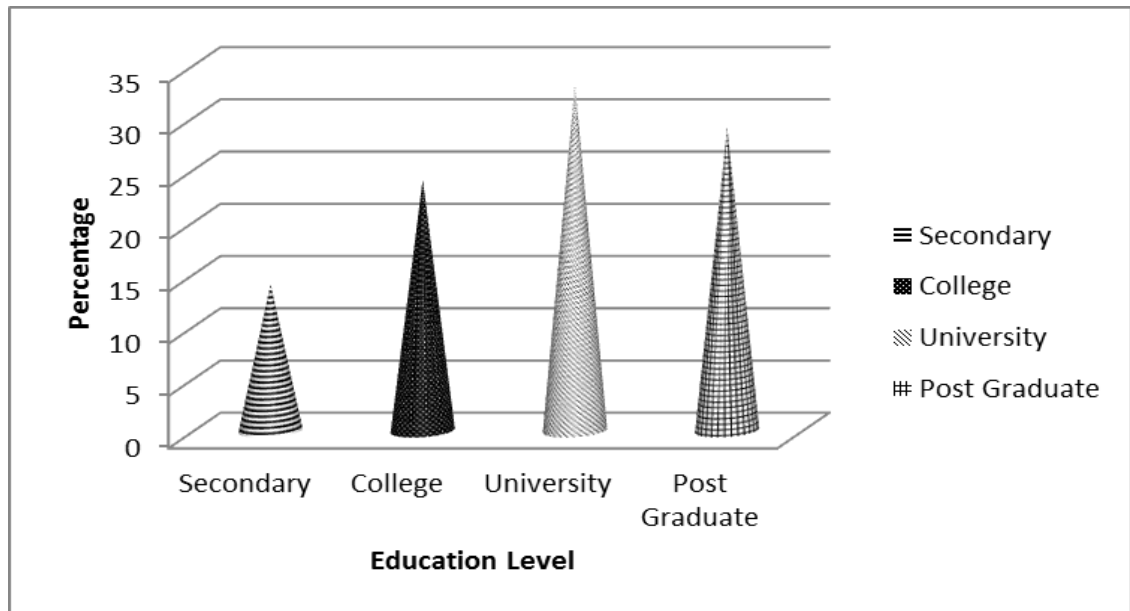
Source: Author (2017)

Table 4.3 and figure 4.3 provided responses based on the highest educational level of the respondents and it was as follows, 33% who were majority had university level of education, 29% of the respondents had post graduate level of education, 24% of the respondents had college level of education while 14% of the respondents had secondary level of education. This showed that many of the respondents had university qualification. An indication that the administrators had good background in information management systems.

4.1.4 Work Experience of the Respondents

The responses in respect to the work experience of the respondent is shown in table 4.5 and figure 4.4.

Table 4.4 Length of Service of the Respondents

Category	Frequency	Percentage
Below 3 years	11	26
4-7 years	15	36
8-11 years	9	21
Above 11 years	7	17
Total	**42**	**100**

Source: Author (2017)

Figure 4.4 Length of Service of the Respondents
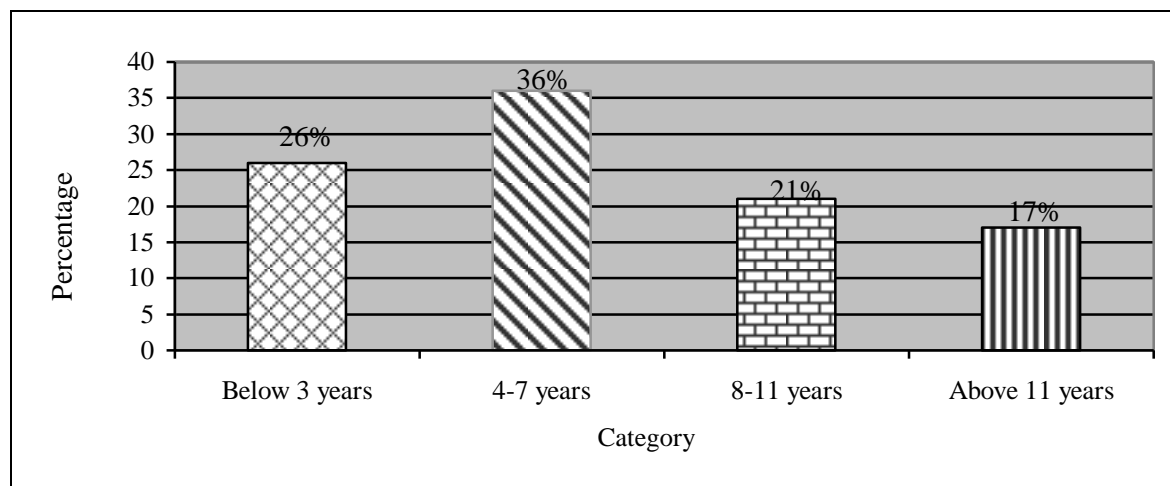
 Source: Author (2017)

From the table 4.4 and figure 4.4 it shows that 26% of the respondents indicated that they had worked for a period of less than 3 years, 36% of the respondents showed that they had worked for a period between 4-7 years, 21% of respondents had a period between 8-11 years and finally 17% of the respondents indicated that they had worked for over 11 years. This indicated that many of the respondents said that they had worked in this organizations for a period between 4-7 years. This was presumed that they had basic knowledge in the operation of HRMIS system in their organization.

4.1.5 Technical Capacity

Table 4.5 Whether coding skills is part of the skill that enable IT professionals to implement HRMIS

Category	Frequency	Percentage
Strongly Agree	13	31.0
Agree	16	38.1
Undecided	9	21.4
Disagree	4	09.5
Strongly Disagree	0	00.0
Total	**42**	**100**

Source: Author (2017)

Figure 4.5 Whether coding skills is part of the skill that enable IT professionals to implement HRMIS
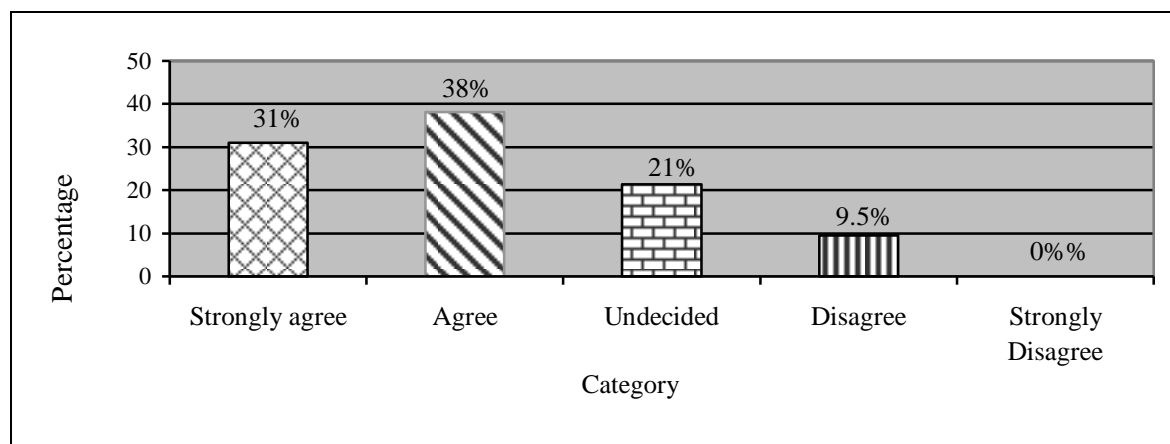
 Source: Author (2017)

The respondents were required to indicate whether coding skills is part of the skills that enable IT professionals to implement HRMIS. It was found that 38.1% of the respondents agreed followed by 31.0% of the respondents who strongly agreed to that statement and 21.4% of the respondents were undecided and 9.5% of the respondents disagreed. This indicated that many of the respondents agreed that coding skills is part of the skill that enabled IT professionals to implement HRMIS, this was an indication that during the implementation process, a number of employees were expected to possess the coding skills to make the implementation process a success.

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Figure 4.6 knowledge sharing and networking and implementation of IT systems
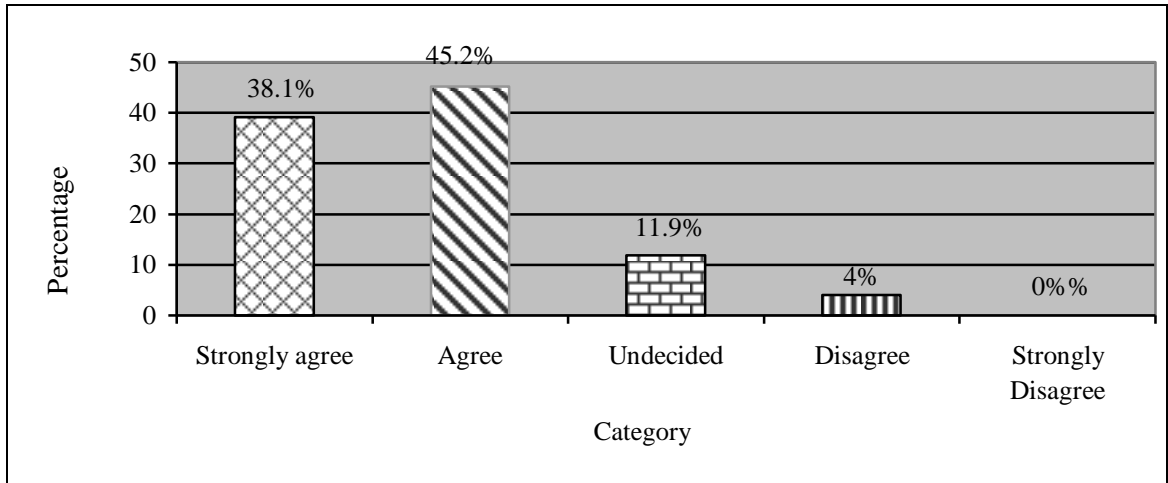
 Source: Author (2017)

On whether Knowledge sharing and knowledge networking is an extension of good communication skills needed in implementing IT systems, it was revealed that a total of 45.2% of respondents agreed, 38.1% strongly agreed to that statement, 11.9% of the respondents were undecided with the statement while only 4% of the respondents disagreed to the statement. Majority of the respondents agreed that Knowledge sharing and knowledge networking is an extension of good communication skills needed in implementing IT systems. This implied that technical employees with high skills in IT were expected to share the knowledge or educate non skilled employees in IT in order to help them conform to an IT compliant organization that fully uses HRMIS in managing the employees. This appears on figure 4.6.

Table 4.6 Whether an IT professional should accurately assess how long a project should take and be able to stick to timelines

Category	Frequency	Percentage
Strongly Agree	5	11.9
Agree	13	31.0
Undecided	7	16.7
Disagree	7	16.7
Strongly Disagree	10	23.7
Total	**42**	**100**

Source: Author (2017)

Table 4.6 shows responses on whether an IT professional should accurately assess how long a project should take and be able to stick to timelines. From the analysis, it was noted that 31.0% of the respondents agreed, 23% strongly disagreed as 16.7% of the respondents were undecided to that statement, another 16.7% of the respondents disagreed to the statement and 11.9% of the respondents strongly agreed. This showed that majority of the respondents agreed that an IT professional should accurately assess how long a project should take and be able to stick to timelines. From the findings, the study implied that by sticking to the timeline as to when the project would, the management concerned with funding can be able to project the cost to be involved in the implementation process. However, in cases of variation on completion dates, the implementation process would result in complex projection of costs.

Figure 4.7 Whether lack of information technology support is a challenge in managing HRIS
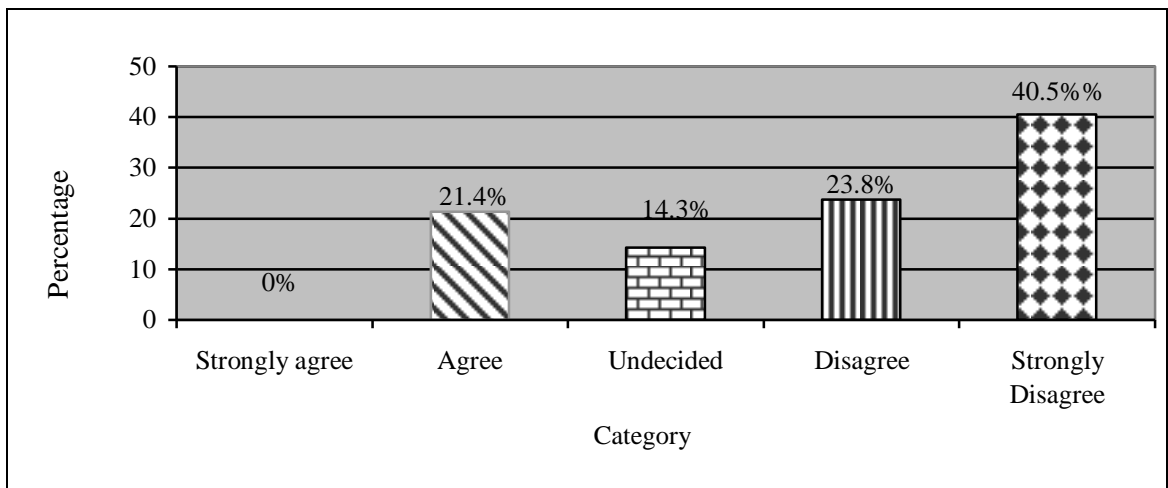
 Source: Author (2017)

Figure 4.7 shows whether lack of information technology support is a challenge in managing HRIS. The statement was confirmed through the following responses whereby 21.4% of the respondents agreed, 14.3% of the respondents were undecided on the statement, 23.8% of the respondents disagreed to that statement, while 40.5% of the respondents strongly disagreed. This showed that majority of the respondents disagreed that lack of information technology support is a challenge in managing HRIS. From study, the responses implied that the support may not necessarily be very crucial because well-developed system that are error free can be in operational for a long time with very limited support system. This is with the agreement that major operations do not require support.

33

4.1.6 Management Support

Table 4.7 Whether Organizations that have adopted IT are more likely to have top managers who possess better positive attitudes in HRIS adoption

Category	Frequency	Percentage
Strongly Agree	18	42.9
Agree	16	38.1
Undecided	5	11.9
Disagree	3	07.1
Strongly Disagree	0	00.0
Total	**42**	**100**

Source: Author (2017)

The response on table 4.7 showed the organizations that have embraced IT, there is a possibility their senior management have a more positive outlook towards HRIS and hence are ready to embrace the change. The analysis showed that 42.9% of the respondents strongly agreed, 38.1% of the respondents agreed as 11.9% of the respondents were undecided while only 7.1% of the respondents disagreed. From the finding it was seen that majority of the respondents strongly agreed that organizations that have adopted IT are more likely to have top managers who possess better positive attitudes in HRIS adoption. The study presumed that majority of the managers concerned with the implementation of HRMIS had a positive attitude towards the systems because, they were not in fear of any change, not fear of the system declaring certain manual roles as redundant, as a result, their support was presumed to have made the implementation process a success.

Figure 4.8 whether Organizations perceive management priorities on IT as a major barrier in adopting HRIS applications.
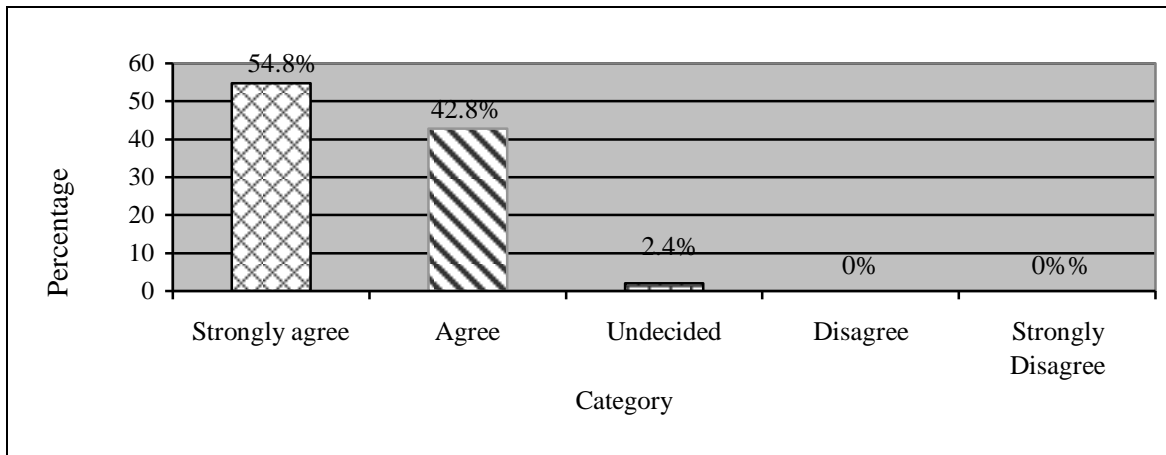
 Source: Author (2017)

Figure 4.8 was on a response as to whether the organizations perceive management priorities on IT as a major barrier in adopting HRIS applications. The findings were shown by 54.8% of respondents who strongly agreed, 42.8% of the respondents agreed while 2.4% of the respondents were undecided. This indicated that many of the respondents strongly agreed that the perception of the organizations on management priorities on IT is the main hindrances in embracing HRIS.as a major barrier in adopting HRIS applications. The findings generated from these assertions is an indication that sometimes, some of the priorities that the management put forth may not be necessarily supporting implementation process, priorities like undergoing extensive training before implementing the system was considered a hindrance because the system was to be implemented first before embarking on major employee training in IT usage.

Table 4.8 Whether there is low frequency of attendance at computerization project meetings by top management while implementing HRMIS

Category	Frequency	Percentage
Strongly Agree	3	07.1
Agree	7	16.7
Undecided	5	11.9
Disagree	13	31.0
Strongly Disagree	14	33.3
Total	**42**	**100**

Source: Author (2017)

Table 4.8 showed findings on whether there is low frequency of attendance at computerization project meetings by top management while implementing HRMIS. It was established that 7.1% of the respondents strongly agreed, 11.9% were undecided, 31% of the respondents disagreed while 33.3% of the respondents strongly disagreed. This indicated that many of the respondents strongly disagreed to the statement that there is low frequency of attendance at computerization project meetings by top management while implementing HRMIS. As a result, the findings implied that considering majority were in disagreement, it proved that the management involvement had shown concern towards the success of the implementation process because of their relentless effort in attending the meetings aimed at enhancing implementation process.

Figure 4.9 Whether HR manager does not play a proactive role to support HRIS implementation in their organizations
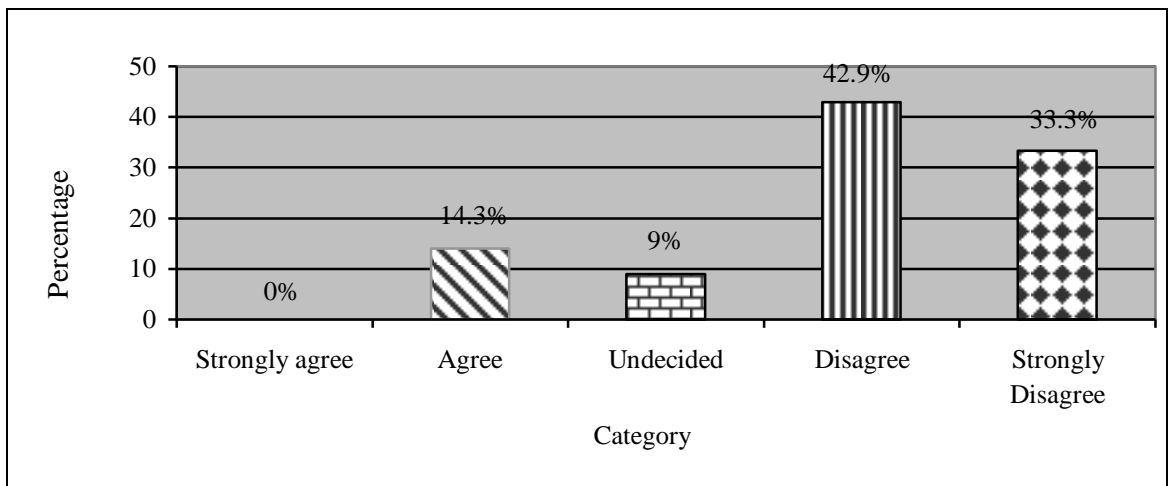
 Source: Author (2017)

Figure 4.9 showed whether HR manager does not play a proactive role to support HRIS implementation in their organizations. The responses were as follows 14.3% of the respondents agreed, 9.5% were undecided, and 42.9% of the respondents disagreed while 33.3% of the respondents strongly disagreed. This showed that majority of the respondents disagreed that HR manager does not play a proactive role to support HRIS implementation in their organizations. This meant that the HR personnel have shown proactive role, this implied that necessary support was presumed to have been provided, that is, organizing how employees would acquire IT skills and facilitating resources to support the implementation process of HRMIS.

Figure 4.10 Whether costs of maintenance have enabled companies, regardless of the firm size-to purchase HR technologies
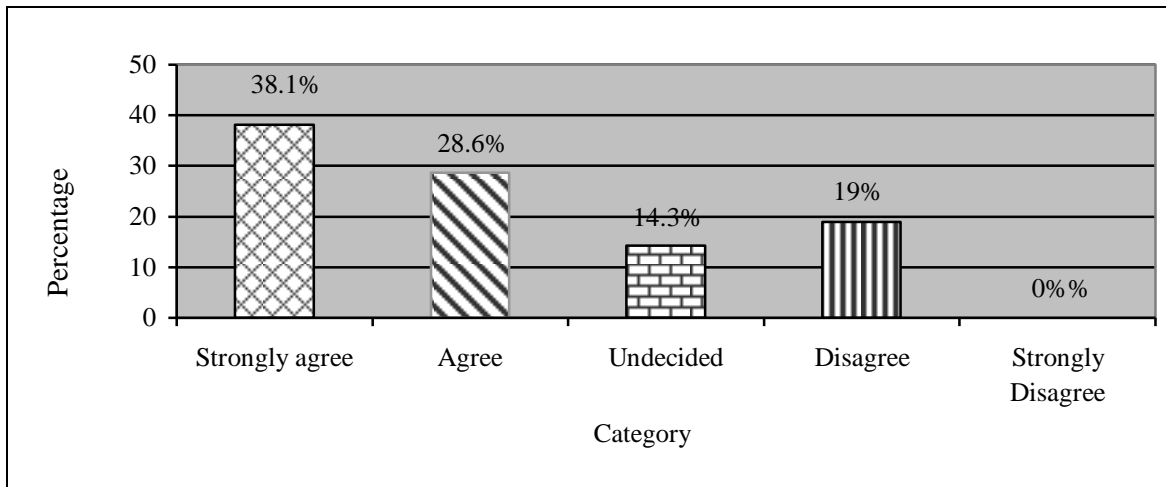
 Source: Author (2017)

Figure 4.10 established whether costs of maintenance have enabled companies, regardless of the firm size-to purchase HR technologies. In regards to the responses it was found that 38.1% of the respondents strongly agreed 28.6% agreed to the idea, 14.3% were undecided while 19% disagreed. This showed that majority strongly agreed that costs of maintenance have enabled companies, regardless of the firm size-to purchase HR technologies. This was an indication that cost on major occasions have not prevented organizations to go for modern HRMIS. From these assertions, it was presumed that many organizations have realized the importance of the systems in enhancing efficiency operations of HRMIS thereby being persuaded to acquiring the system.

Table 4.9 Whether organizations that divert concerted efforts towards HRIS adoption and use have a high likelihood of cutting down cost and saving time

Category	Frequency	Percentage
Strongly Agree	12	28.6
Agree	16	38.1
Undecided	6	14.3
Disagree	8	19.0
Strongly Disagree	0	00.0
Total	**42**	**100**

Source: Author (2017)

Table 4.9 provided study findings in which there was need to determine whether organizations that divert concerted efforts towards HRIS adoption and use have a high likelihood of cutting down cost and saving time. It was established that 28.6% of the respondents strongly agreed, 38.1% of the respondents agreed, 14.3% of the respondents were undecided while 19% of the respondents disagreed. This showed that majority of the respondents agreed that organizations that focus their efforts towards HRIS adoption and use have a high chance of maintaining their cost and managing their time well. This was an indication that by discovering the importance of the system, the management has put more effort in acquiring and maintaining the system at the most minimal cost in order to draw maximum benefit.

Figure 4.11 Whether computers and operational HR software are less costly compared to manual operation used to administer HR roles
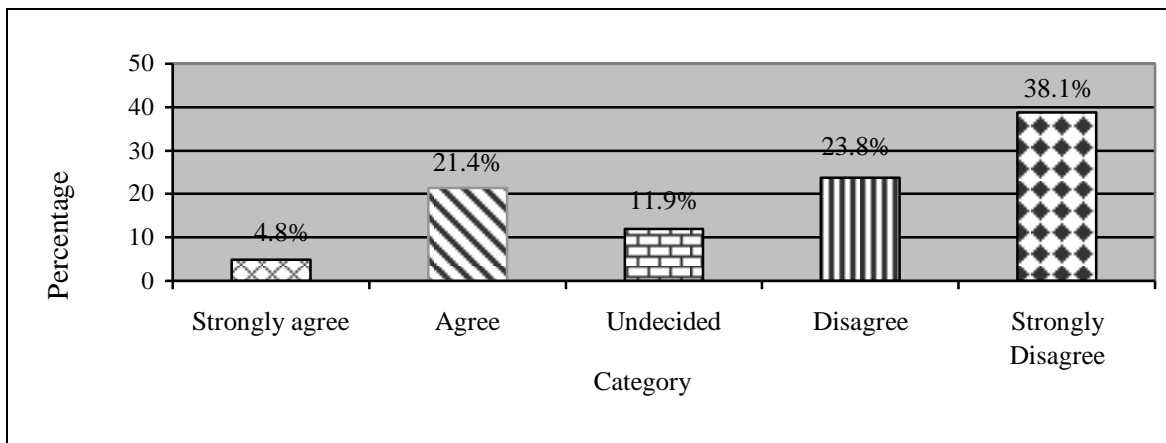
 Source: **Author (2017)**

Figure 4.11 showed findings on whether computers and operational HR software are less costly compared to manual operation to use to administer HR roles. From the findings it was established that e 4.8% of the respondents strongly agreed to the idea, 21.4% of the respondents agreed, 11.9% of the respondents were undecided, 23.8% of the respondents disagreed and 38.1% of the respondents strongly disagreed. This indicated that many of the respondents strongly disagreed that computers and operational HR software are less costly compared to manual operation to use to administer HR roles. The findings revealed that HRMIS are costly, this was presumed that some of the organizations are unable to raise the resources needed to implement the systems because the cost of initial purchase of the system could be high, employees are expected to be retrained thereby adding costs, computer systems have

to be purchased and lastly maintaining costs could also be higher. This was found to lock out many organizations.

Table 4.10 Whether the management have failed to control costs of system upgrade

Category	Frequency	Percentage
Strongly Agree	16	38.1
Agree	12	28.6
Undecided	3	07.1
Disagree	7	16.7
Strongly Disagree	4	09.5
Total	**42**	**100**

Source: Author (2017)

Table 4.16 showed the response on whether the management have failed to control costs of system upgrade. It was found that 38.1% of the respondents strongly agreed to the idea, 28.6% of the respondents agreed, 7.1% of the respondents were undecided while 16.7% of the respondent disagreed to the statement and 9.5% of the respondents strongly disagreed. This indicated that many of the respondents strongly agreed that the management have failed to control costs of system upgrade. This led to the assumption that since majority agreed that the management had failed to control cost of system upgrade, the organization is likely to suffer from usage of non-upgraded systems prone to a lot of errors and prone to risk of system failures.

4.1.8 Staff Training

Figure 4.12 Whether there are no specific training program for technical staff in this organization
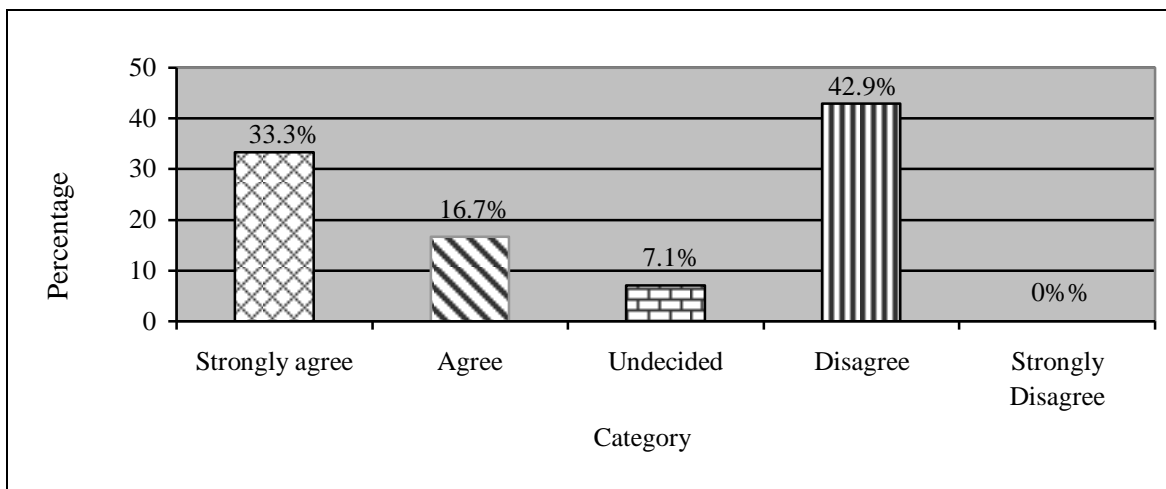
Figure 4.12 showed the response on whether there are no specific training program for technical staff in this organization. The analysis showed that 33.3% strongly agreed 16.7% agreed to that statement, 7.1% were undecided while 42.9% of the respondents disagreed and none strongly disagreed. This showed that majority of the respondents agreed that there are no specific training programs for technical staff in this organization. This was assumed that the management had organized specific training program for technical staff, implying that the organization did not entirely rely on recruiting employees who were already trained, as a result, it was presumed that fewer resources were being used to obtain services from technical staff externally sourced. Therefore, this meant that in house training was found to help in cutting costs of sourcing other technical employees.

Table 4.11 Whether the staff are not readily embracing technical training programs for computer usage

Category	Frequency	Percentage
Strongly Agree	0	0
Agree	13	31.0
Undecided	9	21.4
Disagree	4	09.5
Strongly Disagree	16	38.1
Total	**42**	**100**

From the table 4.11 was about a study on whether the staff are not readily embracing technical training programs for computer usage. It was found that none of the respondents agreed followed by 31.0% of the respondents who agreed to that statement, 21.4% of the respondents were undecided while 9.5% of the respondents disagreed and 38.1 of respondents strongly disagreed. This showed that majority of the respondents disagreed to the statement that the staffs were not readily embracing technical training programs for computer usage. From the findings, respondents who disagreed to the system meant that the staffs were ready to embrace technical training in order to maintain their position in their organization as compared to if employees were all to be sourced from external organization.

Figure 4.13 Whether there is unfair staff training selection criteria to attend technical training programs
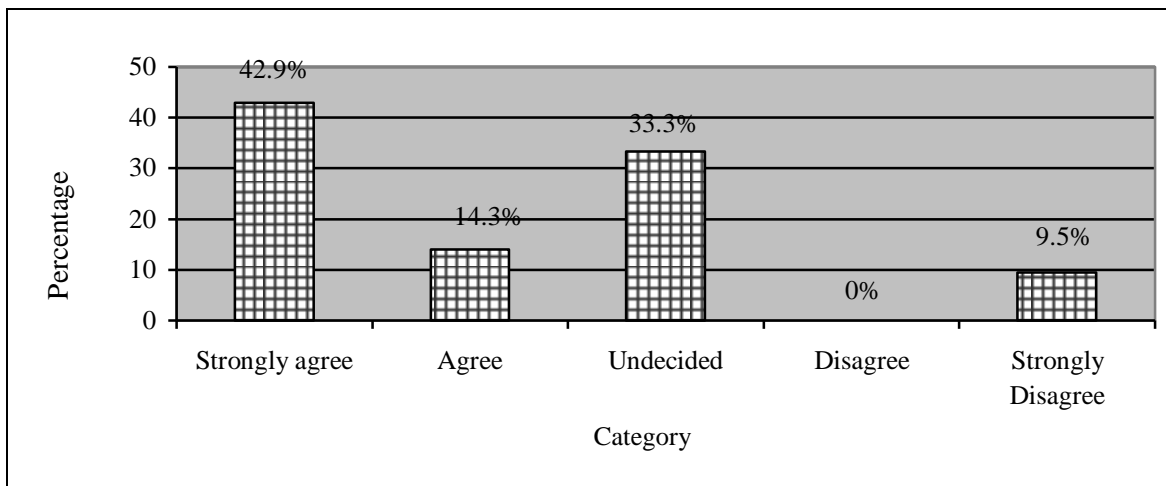
 Source: Author (2017)

Figure 4.13 showed whether there is unfair staff training selection criteria to attend technical training programs. The responses were as follows 14.3% of the respondents agreed, 9.5% were undecided, and 42.9% of the respondents disagreed while 33.3% of the respondents strongly disagreed. This indicated that many of the respondents strongly agreed that there is unfair staff training selection criteria to attend technical training programs. As a result of this finding, it implied that all employees were looking forward to attending the technical training programs, however, from the responses obtained revealed that selection for such training was marred with unfair selection. This was a revelation that since everyone requires such training, by acquiring the skills would help in promoting the implementation process.

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Table 4.12 The staff possess fewer personnel with trained skills in IT needed in implementation of HRMIS

Category	Frequency	Percentage
Strongly Agree	11	26
Agree	15	36
Undecided	9	21
Disagree	0	0
Strongly disagree	7	17
Total	**42**	**100**

Source: Author (2017)

From the table 4.12 the study sought to establish whether the staff's staff possess fewer personnel with trained skills in IT needed in implementation of HRMIS. It was found that 26% of the respondents agreed while 36.0% of the respondents agreed to that statement, 21.4% of the respondents were undecided while none of the respondents disagreed and 17% of respondents strongly disagreed. This indicated that many of the respondents agreed that the staff possess fewer personnel with trained skills in IT needed in implementation of HRMIS. This was an indication that by embracing training program, this organization was likely to attain a self-sufficient in terms of in house employees with proper technical skills needed in sustaining implementation of HRMIS unlike when external employee sourcing was to be reverted to.

4.1.9 Implementation of Human Resource Management Information Systems

Figure 4.14 HRMI system reduces the workload as well as increasing the efficiency of the department
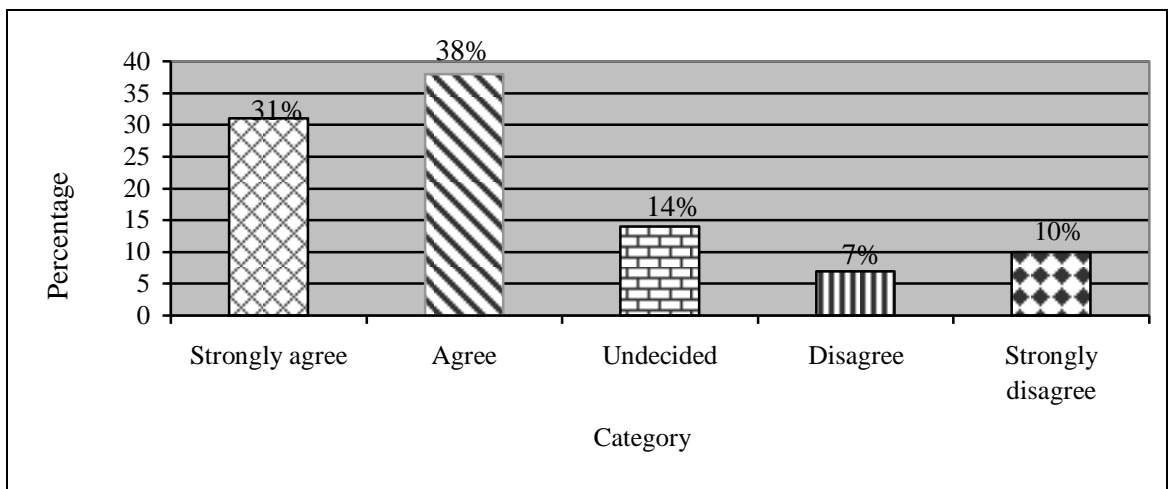
 Source: Author (2017)

The presentation of finding was about determining whether HRMI system reduces the workload as well as increasing the efficiency of the department. The responses revealed that 31% of the respondents strongly agreed to the statement38.0% of the respondents agreed to that idea, 14% of the respondents were undecided while 7% of the respondents disagreed and 10% of respondents strongly disagreed. This indicated that many of the respondents agreed that HRMI system reduces the workload as well as increasing the efficiency of the department. The findings implied that use of HRMIS helps to reduce work and promotes efficiency in terms of summarizing of reports, storage of individual employee data in minimal space.

Figure 4.15 Whether the HRMI systems have slowed administrative efficiency in this organization
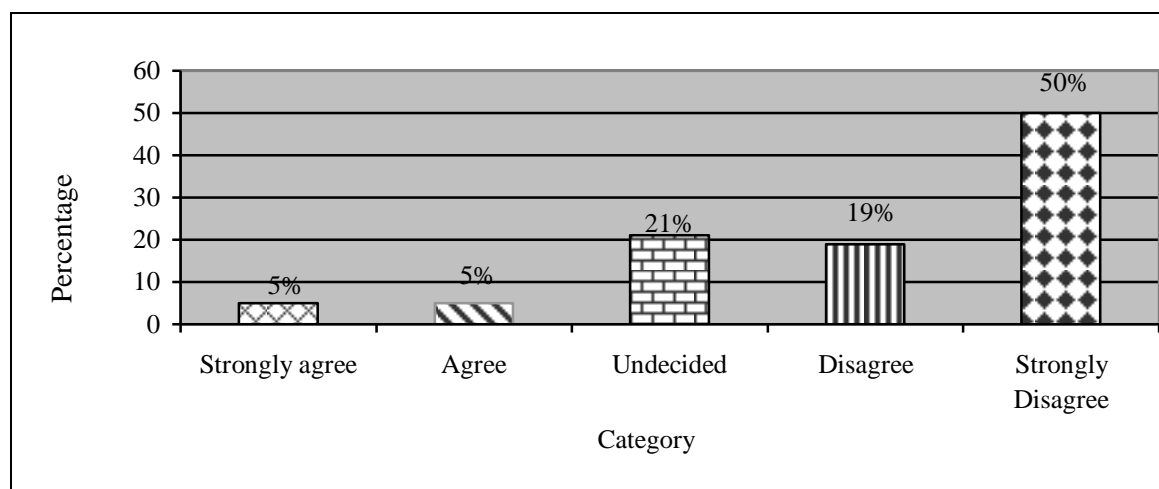
Source: Author (2017)

The finding shown was generated from a study that sought to establish whether the HRMI systems have slowed administrative efficiency in this organization. The responses were as follows 5% of the respondents strongly agreed, 5% agreed while 21% were undecided, 19% of the respondents disagreed while 50% of the respondents strongly disagreed. This indicated that many of the respondents disagreed that the HRMI systems have slowed administrative efficiency in this organization. In relations to this finding, it was an indication that the HRMIS has actually promoted efficiency operations because of easy access to summarized data, organized storage data about employees and well documented system of operations.

Table 4.13 Whether the implementation process experiences resistance from some of the employees because of fear of change

Category	Frequency	Percentage
Strongly Agree	12	29.0
Agree	20	47.0
Undecided	3	07.1
Disagree	5	12.0
Strongly Disagree	2	5.0
Total	**42**	**100**

Source: Author (2017)

The analysis of findings as presented shows the responses on whether the implementation process experiences resistance from some of the employees because

of fear of change. The analysis showed that 29% of the respondents strongly agreed 47% of the respondents agreed to that statement, 7% were undecided while 12% of the respondents disagreed and 5% of respondents strongly disagreed. This indicated that many of the respondents agreed that the implementation process experiences resistance from some of the employees because of fear of change. This was an indication some of the employees were reluctant about the system in the pretense of the system declaring some tasks such as manual record keeping redundant. As a result, selected employees were in fear that jobs would be lost in the process of implementing the HRMIS.

4.2 Limitations of the Study

The challenge on confidentiality was experienced because some of the information was considered quite sensitive to be shared by independent researchers. In this situation, the researcher overcame the challenge on confidentiality by communicating to the management concerned at this organization that this study was only meant for academic purpose, therefore, all the data despite the magnitude of sensitivity were kept very private and confidential.

The bureaucratic nature of some organization is usually among the challenges in undertaking this study. This challenge was initially experienced because the management in this organization had enforced long process to be followed in order to have access to both the data and the staff. Therefore to overcome this challenge, the researcher was psychologically prepared to handle all the difficulties that were to come forth by conforming to all the rules that would result in securing permission to carry out data collection.

4.3 Chapter Summary

This chapter was cauterized into research findings and discussions. The findings were derived from analyzed questionnaires and interpretations were made alongside the findings. The chapter further addressed presentation of findings showing the response rate for the questionnaires returned and not returned. The presented findings also addressed the gender response, highest level of education, work experience of respondents and finally all the objectives which comprised of influence of technical capacity, management support, system maintenance and staff training on the

successful implementation of Human Resource Management Information Systems at GFK.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

</div>

5.0 Introduction

The chapter majorly focused on the answers to the research questions that were derived from the research study being the summary of the findings, conclusion, recommendations and suggestion for further research.

5.1 Summary of Findings

5.1.1 To establish the extent to which technical capacity affect successful implementation of Human Resource Management Information Systems at GFK.

The summary of findings was about determining the effect of technical capacity on implementation of HRMIS. From the findings, it was established that sharing of information and information networking are one of the key competencies needed in implementing IT systems. As a result, technical employees with high skills in IT were expected to share the knowledge or educate non skilled employees in IT in order to help them conform to an IT compliant organization that fully uses HRMIS in managing the employees. The study further established that an IT experts should be in a position to know the duration of the project and adhere to the expected time of completion and hence by sticking to the timeline, the management concerned with funding can be able to project the cost to be involved in the implementation process. The analysis showed respondents disagreed that lack of information technology support is a challenge in managing HRIS. This implied that the support may not necessarily be very crucial because well-developed system that are error free can be in operational for a long time with very limited support system. This is with the agreement that major operations do not require support. These findings were in agreement with that of Beadles, Lowery, Johns (2015) found that some of these barriers are related to how several national laws make it difficult to formulate HR policies to an extent that is very complex and ends up taking a lot of time, difficulty in finding the person who is responsible of the design for HRIS and there is usually constant fear of losing all personal data stored in HRIS. The personal data is confidential and there is also fear of it getting in the wrong hands.

5.1.2 To examine the extent to which management support affects the successful implementation of Human Resource Management Information Systems at GFK

The summary of finding showed that management support affects the successful implementation of HRMIS as shown by the responses generated from the study. It was found that organizations that have adopted the system are having top managers who possess positive attitude towards HRIS adoption, this was presumed that the managers were not in fear of any change, not fear of the system declaring certain manual roles as redundant, as a result, their support was presumed to have made the implementation process a success. The study also found that sometimes, some of the priorities that the management put forth may not be necessarily supporting implementation process, priorities like undergoing extensive training before implementing the system was considered a hindrance because the system was to be implemented first before embarking on major employee training in IT usage. The respondents strongly disagreed to the idea that there is low frequency of attendance at computerization project meetings by top management while implementing HRMIS. However, this proved that the management involved had shown concern towards the success of the implementation process because of their relentless effort in attending the meetings aimed at enhancing implementation process. These findings were contradictory with Fatuma (2014) who studied about elements that were perceived to have an influence in the implementation of Human Resource Information System at Kenya Revenue Authority. This is because the author found that HR managers played a proactive role in the implementation of HRIS in their organizations and was coupled by having adequate communication between managers and employees which was highly encouraged.

5.1.3 To assess the effect of cost of system maintenance on the successful implementation of Human Resource Management Information Systems at GFK.

The summary showed how cost of system maintenance had affected implementation of HRMIS. From the findings in the study, it was established that costs of maintenance have enabled some firms, despite their size to implement new technologies, this revealed that cost on major occasions have not prevented organizations to go for modern HRMIS. From these assertions, it was noted that many organizations have realized the importance of the systems in enhancing efficiency operations of HRMIS thereby being persuaded to acquiring the system. The study

established that by discovering the importance of the HRMI system, the management had put more effort in acquiring and maintaining the system at the most minimal cost in order to draw maximum benefit. The analysis further established that some respondents strongly disagreed that computers and operational HR software are less costly compared to manual operation to use to administer HR roles. The findings revealed that HRMIS are costly, this was presumed that some of the organizations were unable to raise the resources needed to implement the systems because the cost of initial purchase of the system could be high, employees were expected to be retrained thereby adding costs, computer systems had to be purchased and lastly maintaining costs could also be higher. This was found to lock out some organizations. These findings were found to be similar with Kanake & Onyiego (2016) who studied strategies and cost challenges in the implementation of human resource information systems in Kenyan universities and found that maintenance and setting up costs of HRIS were too high, organizational culture hindered any form of change in the organization and also lack of competent staff was one of the many challenges.

5.1.4 To determine the effect of staff training on the successful implementation of Human Resource Management Information Systems at GFK.

The analysis showed summarized findings addressing the influence of staff training on the implementation of HRMIS. The study established from the respondents that the management had organized training program for technical staff, implying that the organization did not entirely rely on recruiting employees who were already trained; as a result, it was presumed that fewer resources were being used to obtain services from technical staff that were externally sourced. The study found that respondents disagreed to the statement that the staffs were not readily embracing technical training programs for computer usage. From the findings, respondents who disagreed to the system meant that the staffs were ready to embrace technical training in order to maintain their position in their organization as compared to, if employees were all to be sourced from external organization. The study established that there was unfair staff training selection criteria to attend technical training programs. This implied that all employees were looking forward to attending the technical training programs, however, from the responses obtained revealed that selection for such training was marred with unfair selection. The analysis revealed that by embracing training

program, this organization was likely to attain a self-sufficient in terms of in house employees with proper technical skills needed in sustaining implementation of HRMIS unlike when external employee sourcing was to be reverted to. These findings were contrary to that of Katou (2012) who had studied the impact of training policies of human resource management on the performance of organization in the manufacturing industries and instead found that HRMI system impacted positively on organizations performance and growth. HRMI system facilitates in setting up HRM policies of health and safety, benefits, engagement, upskilling, incentives, appraisals and promotions.

5.2 Conclusions

It was concluded that in technical capacity, sharing of information on technical know-how and networking are some of the skills needed in implementing IT systems because technical employees with high skills in IT were expected to share the knowledge or educate non skilled employees in IT in order to help them conform to an IT compliant organization.

In conclusion, management support was found to have a role on implementing the HRMIS. It was noted that organizations that embrace Information Technology, high chances are their senior managers have a positive attitude and approach towards the new system and its adoption. However, some of the priorities that the management put forth may not be necessarily supporting implementation process, priorities like undergoing extensive training before implementing the system was considered a hindrance because the system was to be implemented first before embarking on major employee training in IT usage.

In cost of system maintenance, the study concluded that cost on major occasions have not prevented organizations to go for modern HRMIS, thus, many organizations have realized the importance of the systems in enhancing efficiency operations of HRMIS thereby being persuaded to acquiring the system. Further noted that organizations that acknowledge and support the use of HRIS have a high chance of managing cost and time in the long run.

In staff training, the study noted that the management had organized specific training program for technical staff, implying that the organization did not entirely rely on recruiting employees who were already trained. The study noted that employees embraced technical training in order to maintain their position in their organization as compared to if employees were all to be sourced from external organization. Finally, employees were looking forward to attending the technical training programs, however, from the responses obtained revealed that selection for such training was marred with unfair selection.

5.3 Recommendations

5.3.1 Technical Capacity

The study recommends that the management of GFK East Africa should ensure that employees who are well skilled in HRMIS should also devote their efforts in sharing the Knowledge in networking among the employees with fewer skills. The sole aim is to ensure that there is wholesome skills in all the employees concerned with the implementation process. There is also need for the management to ensure that major players in the implementation process have the skills especially the coding skills to design and come up with customized system that suits the needs of the GFK organization.

5.3.2 Management Support

The study recommends that the management of GFK East Africa should encourage the management concerned to have a positive attitude towards the implementation of the HRMIS. Reasonable enticement such as promotions and being rewarded for the successful process should be advocated for. The senior management should also ensure that the management and employees are guaranteed of their jobs when the system is running so that early cases of resistance may not be experienced. The management should also organize and support programs such as training despite the resources that would be used, the training to promote skills would make the whole exercise a success.

5.3.3 Cost of System Maintenance

The study recommends that since cost of system maintenance had affected implementation of HRMIS, the management of GFK East Africa should ensure that

cost saving measures during the implementations process is reduced. This can be achieved by having a lean workforce as a technical team in order to work effectively. The management should also devote adequate resources in purchasing quality equipment's such as computers and related software's which would not be prone to breakdown. In the process, the cost of maintenance would also be reduced.

5.3.4 Staff Training

The study recommends that the management of GFK East Africa should encourage regular employee training in order for the employees to obtain necessary technical skills. This process would help reduce dependence of external sourcing of costly technical staff. There is also need to formulate fair criteria for selecting employees needed to attend to the training programs to improve technical skills. Necessary resources should also be channeled towards such exercise in order to be sustainable program.

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APPENDIX I: INTRODUCTION LETTER

Dear Respondent

REF: REQUEST TO UNDERTAKE A STUDY

I am a student at Management University of Africa main campus in Nairobi. I am undertaking a Bachelor's degree in Management and Leadership.

For the purpose of fulfilling the bachelor's degree requirements, I have to undertake a research on *"factors that affect the successful implementation of HRIS in organizations."*

I am collecting information for the study by distributing questionnaires to staff within this organization. Kindly spare some time to fill in the questionnaire. The data to be collected was treated with strict confidentiality or privacy.

Thank you for your co-operation.

Yours Faithfully,

Samira Haniff

BML/10/00290/1/2015

This study sought to establish the factors that affect the implementation of the HRIS in organizations with a key focus on GfK East Africa. The following questionnaire has been developed to help the researcher gather information necessary to meet the research objectives that have been highlighted above. Kindly fill in as required.

SECTION A: GENERAL INFORMATION

1. Gender

    Male   [ ]

    Female   [ ]

2. Indicate the highest level of education attained

    Secondary   [   ]

    College   [   ]

    University   [   ]

    Post graduate degree [   ]…………………………………………

3. Indicate the working experience

    Below 3 year   [ ]

    4-7 years   [ ]

    8-11 years   [ ]

    Above 11 years   [ ]

SECTION B: TECHNICAL CAPACITY

4. Kindly choose on the statement you agree with that describes how technical capacity affects successful implementation of Human Resource Management Information Systems at GFK.

KEY: Strongly agree (SA)-1, Agree (A)-2, No Idea (NI)-3, Disagree (D)-4, Strongly disagree (SD).

Statement	SA	A	NI	D	SD
Coding skills enable IT professionals to implement HRMIS					
To communicate effectively in the implementation of IT system. Knowledge sharing and networking are needed					
Estimation of duration of projects and adherence to timelines is required of An IT professional					
Lack of information technology support is a challenge in managing HRIS					
Others Specify………………………..…………………………….)					

5. Indicate other way that describes how technical capacity affect successful implementation of Human Resource Management Information Systems in private firms in Kenya.

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SECTION C: MANAGEMENT SUPPORT

6. Kindly choose on the statement you agree with that describes how management support affects the successful implementation of Human Resource Management Information Systems at GFK.

KEY: Strongly agree (SA)-1, Agree (A)-2, No Idea (NI)-3, Disagree (D)-4, Strongly disagree (SD).

Statement	SA	A	NI	D	SD
Organizations whose managers have positive attitudes on adoption of HRIS are likely to succeed in adopting IT					
Management priorities on IT are a major barrier in adopting HRIS applications.					
There is low attendance of project meetings by top management while implementing HRMIS					
HR managers does not play a proactive role to support HRIS implementation in their organizations					
Others Specify…………………..………………………….)					

7. Suggest other management support avenues that affect the successful implementation of Human Resource Management Information Systems in private firms in Kenya

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SECTION D: COST OF SYSTEM MAINTENANCE

8. Kindly choose on the statement you agree with, that describes how cost of system maintenance influence successful implementation of Human Resource Management Information Systems at GFK.

KEY: Strongly agree (SA)-1, Agree (A)-2, No Idea (NI)-3, Disagree (D)-4, Strongly disagree (SD).

Statement	SA	A	NI	D	SD
Costs of maintenance have enabled companies, regardless of the firm size-to purchase HR technologies					
organizations that divert concerted efforts towards HRIS adoption and use have a high likelihood of cutting down cost and saving time					
Computers and operational HR software are less costly compared to manual operation to use to administer HR roles					
The management have failed to control costs of system upgrade					
Others Specify……………………..………………………….)					

9. In your opinion, highlight various aspects that are involved in cost of system maintenance towards the successful implementation of Human Resource Management Information Systems in private firms in Kenya.

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SECTION E: STAFF TRAINING

10. Kindly choose on the statement you agree with, that describes how staff training affect the successful implementation of Human Resource Management Information Systems at GFK.

KEY: Strongly agree (SA)-1, Agree (A)-2, No Idea (NI)-3, Disagree (D)-4, Strongly disagree (SD).

Statement	SA	A	NI	D	SD
There are no specific training program for technical staff in this organization					
The staff are not readily embracing technical training programs for computer usage					
There is unfair staff training selection criteria to attend technical training programs					
The staff posses fewer personnel with trained skills in IT needed in implementation of HRMIS					
Others Specify……………….…………………………….)					

11. In your opinion, indicate available staff training programmes contributing to successful implementation of Human Resource Management Information Systems in private firms in Kenya

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SECTION F: Implementation of Human Resource Management Information Systems

10. Kindly choose on the statement you agree with, that describes successful implementation of Human Resource Management Information Systems at GFK.

KEY: Strongly agree (SA)-1, Agree (A)-2, No Idea (NI)-3, Disagree (D)-4, Strongly disagree (SD).

Statement	SA	A	NI	D	SD
HRMI system reduces the workload as well as increasing the efficiency of the department					
The HRMI systems have slowed administrative efficiency in this organization					
The implementation process experiences resistance from some of the employees because of fear of change					

Thank you for your responses