

**INSTITUTIONAL FACTORS INFLUENCING THE IMPLEMENTATION OF
HUMAN RESOURCE INFORMATION SYSTEMS IN MACHAKOS
COUNTY GOVERNMENT**

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Management) of the South Eastern Kenya University**

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DECLARATION

I understand that plagiarism is an offence and I therefore declare that this research project is my original work and has not been submitted to any other institution for any other award.

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DEDICATION

I dedicate this research project to my family for their continued support, encouragement, passion for my education and their courage, inspiration and support throughout my life. God bless you all.

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LIST OF ABBREVIATIONS AND ACRONYMS

AAP:	Affirmative Action Program
EEO:	Equal Employment Opportunities
HR:	Human Resource
HRIS:	Human Resource Information System
HRM:	Human Resource Management
IT:	Information Technology
OSHA:	Occupational Safety and Health Administration
USA:	United States of America

DEFINITION OF TERMS

Institutional Factors:	These are forces within the organization that may affect the organizations' ability to achieve its objectives(Kraemer, 1994).
Implementation:	The process of putting a design, plan or policy into effect or into action (Laudon, 2010).
Human Resource Information System:	A central automated human resource information system that manages data of employees and applicants such as Recruitment & Selection, Training & Development, Performance Management, Disciplinary Procedures, Grievance Procedures and Leave Administration. It seeks to merge all activities associated with Human Resource management(Kovach, 2010).
Human Resource Management	Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contributes to the achievement of its objectives Armstrong (2006).
Leadership style:	Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Mitki, 2008).
Staff training:	This is the act of training to improve the performance or knowledge of the employees or workforce (Collins-Dictionaries, 2018).
Change management:	This is a discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes(Bennett, 2013).
Organizational policies:	These are principles, rules and guidelines formulated by organizations to reach its long term goals(Smith, 2002).

ABSTRACT

Technology is instrumental in enhancing organizational operations. This includes machinery and equipment that have been deliberately developed from the application of scientific knowledge. Human Resource has become a crucial source of competitiveness while striving for excellence in the business environment. The best performing firms rely not only on technology, patents of strategic position, but on the management of their workforce for sustained advantage in the market place. The firms have also realized that after Human Resources, Information Technology is the other most important asset such as Human Resource Information System (HRIS). However, in the government of Machakos County, implementation of the HRIS has not been successful as it was anticipated. The study was to investigate the institutional factors influencing the implementation of the Human Resource Information System in Machakos County Governments. The study was guided by the four objectives; to explore the influence of leadership style, staff training, change management and organizational policy on the implementation of HRIS in Machakos County. The study employed descriptive research design and data was collected using questionnaires. The study targeted 174 employees of Machakos County and a sample of 88 study participants was randomly selected. The data was analyzed using quantitative data analysis techniques with the aid of SPSS version 21. Correlation and regression was carried out to determine the influence of the independent variables on the dependent variable. Results were presented in tables. The results showed a P-value of 0.038 implying that implementation of HRIS has a significant joint relationship with leadership style, staff training, change management and organizational policy which is significant at 5 percent level of significance. A t-value of 0.058 was established at 0.047 error margin. This shows that the statistics was significant at 95% significance level. The researcher recommends that the County Executive Committee members should be ready to implement HRIS. This would ensure that the environment is welcoming for the system to fully be incorporated. HR managers should play a proactive role to support HRIS implementation in their organizations. They should convince top managers and other line managers of the importance of HRIS implementation, so that time and budget required for implementing HRIS could be gained. The study further recommends that, the county leadership should allocate time, training manuals and framework and budget to train people on how to use and leverage the uses of HRIS, and on how to gain competitive advantage through HRIS

Change management programs should be put in place to ensure that employees fully adapt to the new technology installed. Clear policies regarding the implementation of the HRIS should be put in place to ensure smooth adoption and implementation of the system. HR department should align its policies with the organizational policy on adoption and implementation of new technology in order to gain full support from the organizational management.

CHAPTER ONE

1.0 INTRODUCTION

This chapter presents a brief discussion on the background information on Human Resource Information System (HRIS), institutional factors influencing their adoption, statement of the problem, purpose of the proposed study, research objectives, and importance of the study as well as scope of the proposed study.

1.1. Background of the Study

The use of human resource information system has been advocated as an opportunity for human resource professionals to become strategic partners with top management. The idea has been that human resource information system would allow the human resource function to become more efficient and provide better information for decision-making. It is often regarded as a service provided to an organization in the form of information (Beadles et al, 2005).

Implementation of human resource information system practices bears linkage to organizational performance; and focusing on the alignment of human resources with organization's information technology strategy as a means of gaining competitive advantage (Rajar and Shah, 2007).

1.1.1 Institutional factors.

Institutional factors are forces within an organization and have important implications on organizational performance. This can be either positive or negatively. They can affect the way an organization realigns itself to adapt to the changing world or environment to ensure growth.

1.1.2 Human Resource Information System

Human Resource Information System has been defined as a central automated human resource information system that manages data of employees and applicants such as Recruitment & Selection, Training & Development, Performance Management,

Disciplinary Procedures, Grievance Procedures and Leave Administration. It seeks to merge all activities associated with Human Resource management(Kovach, 2010).

HRIS is adopted by institutions because of the many advantages which it has on its performance. Such benefits include increased efficiency when it comes to making decisions in HR. such decisions made with the help of a HRIS increase quality and as a result, the productivity of both employees and managers should increase and become more effective. The HRIS also has a number of solutions that it offers to company that adopts it. Some of these include solutions in training, payroll, HR, compliance, and recruiting. The majority of quality HRIS systems include flexible designs that feature databases that are integrated with a wide range of features available. Ideally, they will also include the ability to create reports and analyze information quickly and accurately, in order to make the workforce easier to manage(Harvey, 2002).

Through the efficiency advantages conferred by HRIS systems, a HR administrator can obtain many hours of his or her day back instead of spending these hours dealing with non-strategic, mundane tasks required to run the administrative-side of HR. Similarly, a HRIS allows employees to exchange information with greater ease and without the need for paper through the provision of a single location for announcements, external web links, and company policies. This location is designed to be centralized and accessed easily from anywhere within the company, which also serves to reduce redundancy within the organization(Kovach, 2010).

The ability to merge human resource elements through one database is the most crucial distinction to an effective system. This distinguishes the software both rigid and flexible. In order to cut on the manual workload of administrative activities, many firms have begun to electronically automate their processes by making use of human resource management systems(Kavanagh, 2017). Today, HR managers use internal or external IT professionals to develop and maintain an integrated Human Resource Information Systems. Initially, HRIS were limited to firms that are stable financially. This was due to the high cost needed to purchase the program. Currently HRIS constitute of most of the

Human Resource management functional areas (Kovach, 2010). Its effect on simplifying the processes and functions cannot be overstated.

While some organizations are adopting the use of HRIS, others have failed to realize its short-term and long-term benefits given the misperception about HRIS and lack of managerial foresightedness (Kavanagh, 2017). Realizing the magnitude of HRIS applications, researchers have explored a broad array of influential factors for adoption of decisions and implementation of HRIS among business organizations. A number of studies indicate that only the firm size is consistent among the probable factors for HRIS adoption. Generally, majority of studies on HRIS have been focusing on developed countries, with a few in developing countries (Lawler, 2015).

Petticrew and Roberts, (2006) carried out a study to examine the effectiveness of human resource information systems in conducting the HR functions. The study examined the influence of the digital human resource management information system. In this era of information, communication & technology, organization management has been changed in the present scenario known as the “digital era”. Most of the human resource functions have rapidly been changing by involving information technologies, (Nishad, 2012). HR has new phase of HR processes and practices such as, e-recruitment, e-performance, e-learning, e-selection and other areas to replace the more traditional ones. The present period concepts like virtual or electronic HRM denote the latest phase of usage of HRIS.

According to Brien (2008) of Ireland, a large number of the institutions are leaving the traditional ways of personnel management and are moving towards modern approaches of human resource information systems (Brien, 2008). The human resource management issues are a concern for all levels of the line-mangers, because through HRIS, they have reached their goals in-time, which required effective and efficient manpower (Maditheti, 2017). In addition, having human resource information systems facilitates and improves human resource professionals own standing in the competitive field. According to another study carried out by Nawaz (2013), having a human resource information

system increases the human resource processes effectively with the human resource department.

Since there has been an increased recognition of the need to incorporate a wider range of information on personnel in order to ensure an effective HRM decision-making process. Human resource information system acting on more sophisticated information expert systems mainly support decision-making in managing human skills. The use of human resource information system would allow for the human resource function to become more efficient and facilitate better information for decision making (Nishad, 2014).

Several studies have also been carried out in Africa on the importance of HRIS in organizations and results have established significant benefits of using HRIS. For instance, Mugo (2017) carried out a study on the perceived effectiveness of human resource information system at Kenya Breweries Limited. The study findings established that according to the respondents, the HRIS generated quality information. It also established that although the system generated useful messages, it was not perceived as easy to use. Besides, not much has been done in the East African region and specifically in Kenya, despite it being the largest economy in the region, and therefore greater employment relationships.

Most of the research in Kenya showed that most of the organizations despite being aware of HRIS they rarely make use of it. The trend is changing gradually and organizations are adopting HRIS for their HR needs. The concept of adoption of technology is universal (Kavanagh, 2017). However, there are certain constraints regarding the suitability of adoption of Western innovation models when these are to be adopted in Non-Western countries (Kinyua, 2012). In this regard, Kenya is obviously different from the Western societies in the context of technology, economy, and environment. So, exploring the applicability of HRIS adoption model in Kenya is likely to be quite different from the developed world.

With the rapid development of new ideas and technologies, HRM processes within organizations have been revolutionized. Various researchers have measured the

effectiveness of management processes and improved technological awareness, which are necessary for enhanced managerial performance within organizations. Knowledge is a driving force behind the economy and the generation of networks within organizations, leading to a dependency on experienced, qualified and motivated employees. It has also given birth to a new era of human resource management (HRM), which has fueled the development of analytical data processes(Nyeko, 2017).

These are considered to be essential in helping to fulfill the ever-increasing demands on HRM managers. Like other industrial and organizational phenomena, HRM has also benefited from advances in technology and knowledge, and this has led to the integration of management and technological processes, and the birth of HRIS. HRIS have assumed an imperative position in executing HR functions effectively and in responding to the existing and potential challenges of HR in today's knowledge- driven economy. With the growth and development of organizational processes, special areas of information and knowledge have appeared, which have necessitated the application of an information system (IS) for better data management. This system may help to utilize the data better for the advantage of HRM (Kovach, 2010).

The benefits arising from investing in HRIS are wide and diverse (Bardwell, 2004).An effective HRIS gives a lot of information compiled on the data base at the click of a button. The information is on almost everything that the organization seeks to establish about past and current employees, in addition to candidates seeking jobs. Organizations need to acquire a HRIS and tailor it to meet its expectations. With an appropriate HRIS, HR staff is free to execute more strategic functions since they are able to execute primary functions. Similarly, information on career growth, training, employee equity becomes easily accessible. Finally, it becomes possible for staff to be able to handle and make decisions effectively (Clampitt, Berk, and Williams, 2002).

1.1.3 Profile of Machakos County

Machakos is a county in Kenya. Machakos town is the country's first administrative headquarters in Kenya. The county had a population of 1,098,584 as of 2009. The county borders Nairobi and Kiambu counties to the west, Embu to the north, Kitui to the

east, Makueni to the south, Kajiado to the south west, and Muranga and Kirinyaga to the north west. The county has been selected as the home to the upcoming Konza technology city due to its proximity to Nairobi. Good infrastructure and availability of massive chunks of land.

Since promulgation of the Constitution in 2010, county governments inherited a large number of staff from the municipalities. The counties have continued to struggle with bloated workforce due to lack of human resource planning, very huge wage bills that hinder development due to existence of ghost workers. HRIS enables organization to enter data track and analyze information related to employees such as remuneration appraisals, attendance training and development payroll management and accounting. Machakos county government has been using the MS EXCEL spreadsheet to process information which has no unique identifier and this is prone to errors and defalcations could easily be perpetuated without being detected. Over the past six years, Machakos County Government has been undertaking several Rapid Administration Reforms and Modernization Programs (RARMP), all geared towards improving its performance and rationalizing its strategic transformation hence the need for this study.

1.2. Statement of the Problem

Human resource information system is implemented at three different levels: the publishing of information; the automation of transactions; and, a change in the way human resource management is conducted in the organization by transforming human resource into a strategic partner with the line business. The evolution of human resource as promoted by human resource information system evolves from information to automation and from automation to transformation. According to Sanjay (2009) the implementation of computerized human resources functions is a great challenge for organizations. The macro and micro-factors influencing a business are very dynamic and this leads to requirement of continuous monitoring and accommodating the changes in the implementation strategy accordingly.

Ball (2001) observes that the emphasis of transforming the human resource element from being merely a tool within the work environment to being an important asset in the achievement of the organization's goals lies on the shoulders of the management. Similarly, Bowen and Oestroff (2004) observes that the notion of implementing relevant human systems, including human resource information system, has become the key driver to changes in human resource management in all organizations particularly the public sector where quick implementation has led to failure and less effectiveness in the expensive systems installed.

Machakos County is among forty-seven (47) devolved governments in Kenya that were devolved from the National Government as a result of promulgation of the 2010 constitution. The operations of the county governments are implemented by a county executive headed by an elected governor with an assistance of seconded employees from the national government. During the transition, the employees of the municipal councils who were majorly semi-skilled were all absorbed by the county governments. It is against this background that there is a need to examine the transition and utilization of all human resource within the County as should be aided by HRIS. This study seeks to answer if Institutional factors influence the implementation of HRIS in Machakos County government.

1.3. Purpose of the Study

The main purpose of the proposed study was to investigate the factors influencing the implementation of the Human Resource Information System in Machakos County Government.

1.4. Specific Objectives

The study was guided by the following specific objectives:

- i) To establish the influence of leadership style on the implementation of HRIS in Machakos County Government.

- ii) To determine the influence of staff training on the implementation of HRIS in Machakos County Government.
- iii) To examine the influence of change management on the implementation of HRIS in Machakos County Government.
- iv) To establish the influence of organizational policy on the implementation of HRIS in Machakos County Government.

1.5. Research Questions

The proposed study sought to answer the following research questions: -

- i) How does leadership style influence the implementation of HRIS in Machakos county government?
- ii) What is the influence of staff training on the implementation of HRIS in Machakos county government?
- iii) How does Change Management influence the implementation of HRIS in Machakos county government?
- iv) What is the influence of Organizational Policy on the implementation of HRIS in Machakos county government?

1.6. Limitations and Delimitations of the Study

Top management are suspicious of researchers, some of the respondents would be concerned about the extent of information the management would want them to contribute without repercussions. The researcher overcame this by assuring the respondents that the research is for academic work only.

1.7. Significance of the Study

This study seeks to give views on implementation of Human Resource Information System to the management of the county government. In addition, it aims to inform the management on the contributions of the system to the performance of the county government. It is worth noting that the findings of the study will enable the management to devise methods that will help in the successful implementation of HRIS. Institutions

will have it easy in the implementation of similar system from the recommendations given by the study. Researchers may use the study as literature review to enable them to carry out more detailed research on this particular area.

1.8. Scope of the Study

This research study focused on investigating the influence of institutional factors on the implementation of HRIS in Machakos County Government. In the process it determined the influence of Leadership style, staff training, change management and organizational policy on the implementation of HRIS. The study targeted management of Machakos County Government and the HR department.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter provides the reviews of theoretical literature, critical review of the study and finally the summary of the studies conducted in relation to the problem under investigation and the conceptual framework.

2.2 Theoretical Framework

The study was guided by two complimenting theories; model diffusion theory of innovation and integrated management competency theory. The two theories have been discussed as follows: -

2.2.1 Model of diffusion of Innovation

This theory was developed by Rodgers (1962). It argues that an idea or product gains momentum and spreads (diffuses) to the people in a social network over time. People accept technological innovations if they are persuaded of its usefulness by convincing them that it will benefit them and their organization. It involves gathering information and reducing uncertainty resulting from new innovations. For people to be convinced about innovations, the diffusion process should move through several stages from understanding, persuasion, decision, implementation, and then confirmation. This suggests that people have to be ready for the new technology for them to accept or embrace it (Makanyeza, 2013).

HRIS is believed to be an information technology which results from technological innovations which should be applied in organizations to achieve set objectives. Innovation diffusion is an indicator of attitudes toward using HRIS. The perception of employees about the benefits of HRIS will determine whether or not they will accept the system. As such, organizations should be careful when implementing innovative systems. This theory is therefore instrumental to this study since it seeks to guide the organization (Machakos County Government) towards implementing HRIS successfully such that it

will be readily accepted in the organization. This theory explains how leadership style and change management influences the implementation of HRIS while the other two theories are supported by the integrated management competency theory.

2.2.2 Integrated Management Competency Theory

This theory was developed by Silva in 1972 and argues that organizations can only achieve their objectives by having the right people in the right jobs. The competency model enables organizations select employees with the right competences, to identify and develop career paths and develop employees. This model is a descriptive tool that pinpoints the needed knowledge, skills, abilities, and behavior to perform jobs effectively. According to this theory, the competencies identified are the basis for planning and development of the activities performed by management. These competencies help to communicate a company's vision and needs, and give it a "common language" that can be used to discuss performance, selection, development, advancement and succession planning. In this regard, there is need for County governments to ensure that they have staff with the right knowledge, skills, abilities, and behavior to perform jobs effectively. This in return will ensure the implementation of HRIS is successful since these competencies identified are the basis for planning and development of the activities performed by management. This theory asserts the need for staff training and proper organizational policies in the implementation of HRIS in the county governments.

2.3 Empirical Review on Human Resource Information Systems

HRIS enables organizations to enter data, track and analyze information related to employees such as remuneration, appraisals, discipline, training and development, payroll management and accounting. It integrates human resource management functions with information technology. It is part of the enterprise resource planning (ERP) that is concerned with the human resource activities which are integrated into one universal database. According to Clampitt, Berk, and Williams (2002) the introduction of HRIS helps to ensure accurate, timely and quick access to information in terms of planning, operating and controlling activities in Human Resource Management.

Makanyeza (2013), carried out a study on the role of HRIS in organizational performance. He found out that HRIS system processor was vital in editing and recording personnel information and is the functional application of the computerized HR function. It conserves data related to the human resource plan sufficient enough to support most of the HR functions subject to the software installed. With the changing world and constant new technology that is available, managers need to be aware of the technology that will increase effectiveness in their company. It is worth noting that Human resource information systems (HRIS) have increasingly transformed since it was first introduced at General Electric in the 1950s (Clampitt, Berk, & Williams, 2002). HRIS has gone from a basic process to convert manual information keeping systems into computerized systems, to the HRIS systems that are used today.

Grant et al (2006) in studying the impact of human resource information system in four organizations based in Australia realized that the potential of human resource information system to deliver the strategic competencies promised remained unrealized. Initial findings from the four case studies suggested that although new or upgraded human resource information systems were being used to automate and devolve routine administrative and compliance functions traditionally performed by the human resources function, the potential for the technology to be used in ways that contribute to the strategic direction of the organization were not being realized. More specifically, the results suggested that the opportunity to enhance human resource's role as strategic partner as a result of the use of the system was being hindered by three main challenges. The first challenge related to the ability to maintain the levels of senior management commitment and resources needed to implement and manage new or upgraded human resource information system. The second concern was managing the complexity of the system and its associated functionality. The third challenge stemmed from barriers associated with the acceptance of the system among key managers and employees along with the importance attached to managing the change processes associated with the implementation and introduction of the new or upgraded systems.

Ngai and Wat in (2006) conducted a survey of the implementation of human resource information system in Hong Kong organizations, they found that the greatest benefits to

the implementation of human resource information system was the quick response and access to information that it brought while the greatest barrier was the insufficient financial support. In a study conducted by Direz and McIntosh (2009), titled “a review of the factors which influence the use and usefulness of information systems” aimed to identify the factors that have been found to influence the use and usefulness of information system and to provide a device for managing development and implementation. The study found that users characteristics, user participation and perceptions, intentions, user computer experience, top management support, training, external pressure, and the availability of external information sources have significant effect on successful adoption of information technology and on it’s widely acceptance.

Koster, (2010) carried out a study on the monitoring and evaluation of HRIS in ensuring maximum performance. He noted that the monitoring and evaluation process should determine whether or not the HRIS has performed up to its expectations and if the HRIS is being used to its full advantage (Byars& Rue, 2004). One of the most significant challenges faced by public personnel executives today is measuring the performance of their human resources information system (HRIS). In order to justify the value-added contribution of the HRIS to accomplishing the organizations mission (Hagood & Friedma, 2002). Implementing an HRIS program may seem a necessary step for a company, but unless it will be an effective tool for HR operations, it will not help increase efficiency and may hinder it instead. A more comprehensive view of HRIS is thus achieved by arguing that the successful introduction of these systems can neither be understood nor practically achieved without attention to the strategic exchange processes engaged in both at the level of the organizational strategy and at the level of individual and group projects.

2.3.1 Leadership style and Implementation of HRIS

According to Chemers (2000), successful implementation of HRIS largely depends on the buy-in of the leadership of the organization. It must get the endorsement of the top leadership of the organization. This support can be in the form of funding or time in the implementation of HRIS. Leadership is a highly complex social and organizational

interaction and networking process which is not isolated and takes place within other processes in society and the workplace (Hofstede 1993). Thus it should be studied within its conceptual and practical contexts.

Leadership involves the ability to perform multiple roles and behaviours that circumscribe the requisite variety implied by organizational or environmental contexts (Byars and Rue, 2004). Therefore, the social nature of interpersonal and relational competencies should also be taken into account when studying leadership (Keohane, 2005). Leadership is about making decisions, assembling resources, listening, gathering information, articulating goals and visions, identifying strategies, enlisting followers' help, and delegating tasks, among other things. Its scope differs from most other activities a person has to deal with and has broad implications.

A study by Chan and Mills (2002) shows that autocratic leadership discourages initiative and demotivates employees. Democratic leadership is participative in nature and can lead to implementation of HRIS with reduced resistance to change while transformational leadership is the most ideal for the implementation of HRIS. As argued by Steyn, 2014 strong commitment by top management, particularly to innovation, it leads to early adoption of technology. Lack of top management commitment impedes the implementation of HRIS. Given the important role of top-level managers in organizations, it is not surprising that top management support has been one of the most widely discussed organizational factors in several HRIS adoption studies.

There often is an organizational context within which leadership is exercised, characterizing each particular situation with different levels of authority, power, and other factors. Different sets of qualities are needed for these different organizational contexts (Byars & Rue, 2004). According to Keohane (2005) both professional (the formal or technical) and personal (the human or humane) leadership behaviours are needed. Leadership is also a balancing act (Mitki, Shani, & Sternberg, 2008) where leaders need to balance differing values (both personal and organizational), manage conflict and tension, orchestrate change, guide individual and group behaviour, manage

often difficult relationships, provide structure, and motivate followers or teams around a shared sense of responsibility and mission.

2.3.2 Staff Training and Implementation of HRIS

According to Armstrong (2005), training is the process of acquiring or imparting skills and knowledge to improve job performance. Employees require training throughout their life in the organization due to changes in the environment. Skilled employees are likely to perform better than the unskilled ones. The objective of training is to enable employees perform certain activities in a better way than before (Lawler, 2015). Today, employees are strategic assets that are needed by organizations for them to achieve sustainable competitive advantage. To achieve this, there is need for organizations to invest in the training the employees. The employees should be trained on how to use the information system to improve service delivery to both the internal and external customers (Steyn, 2014).

Hendrickson (2003) carried out a study on challenges facing the implementation of HRIS in developing countries. He found out that, however implementing a new system can positively impact a business, there is need to provide a foundation for development and improvement. Training has a key role to play in delivering successful implementations, as the way people are introduced to any new system and how they learn to use it may be the main contact they have with the programme. Delivering training that engages people, motivates them to embrace change and encourages improvement is the key. Education should be a priority from the beginning of the project, and money and time should be spent on various forms of education and training. Training, reskilling and professional development of the workforce is critical. Computer skills training for relevant employees help achieve optimal human resource information system effectiveness (O'Connell, 2007).

According to a study by Mayfield and Mayfield (2003) Lack of computer knowledge has been attributed to slowness in applying information technology to human resources departments. User skill level may be strongly related to the variance in attitudes toward the value of human resource information system. One of the potential problems of human

resource information system management is a lack of employee technical training and experience in information management. For a successful human resource information system, appropriate training should go to all human resource staff, line managers, as well as other employees. User training should be emphasized, with heavy investment in training and reskilling of developers in software design and methodology (Sumner, 2006). Employees need training to understand how the system will change business processes. There should be extra training and on-site support for staff as well as managers during implementation. A support organization (e.g. help desk, online user manual) is also critical to meet users' needs after installation (Wee, 2000).

Training helps to catalyze the implementation of HRIS. This is because the execution of the HRIS requires skilled and knowledgeable personnel. The introduction of new technology brings up the need for continuous training. Employees and managers should be involved in the implementation of the system and a fair amount of time should be set aside for the employees and managers to learn how to use the system (Kamoche et al 2004). Kraak (2005) states that the aim of training and development programmes is to equip employees with information, skills as well as an understanding of the goals and objectives of the organization. In his opinion, training is an enabler for employees to achieve higher levels of performance.

To be effective, the training should be systematic. This involves identification of training needs, development of a training program to satisfy the needs, implementation of the program and finally reviewing the program to establish its effectiveness (Afshan et al 2012). In the opinion of Harvey (2002), organizations that take a systematic approach to training should conduct the training needs analysis in order to define their training need with regard to HRIS. This is because the nature of training chosen will depend on the circumstances and the need. Ordinarily, organizations conduct training needs analysis in response to an internal weakness or a change in the external environment.

2.3.3 Change Management and Implementation of HRIS

Harvey (2002), opines that any management philosophy is closely connected to the corporate culture as well as the concepts of value systems and leadership. In this context

and in view of change management concept on employees' performance epistemology as a philosophy form a good back up to his study. The systemic approach is based on the distinguishing of organizational models leading to the subsystems differentiation, which may require a different epistemological perspective. Effective change management can be achieved through open communication among the employees and employers of the organization. According to Harvey (2002) the rule of thumb to effective change management is to build awareness through communication. The communication will help the employees understand the reasons for the change, the effects of the change and the role they will play during the change process. As such it is imperative for the managers to plan the communication by carefully analyzing the audiences, the nature of the message and the timing of the messages in order to have better impact. For example, an organizational model by Leavitt includes people, structure, tasks and technology management (Afshan et al 2012).

De Jager (2007) in his study on effective change management argues that effective change management requires matrix management, as the authority to change a process in all the departments that it moves through cannot be delivered through a silo based management structure. Change management especially on employees brings together two distinct streams of work: Delivery of structural change through the introduction of new systems, processes, people, product and service innovation and the creation of new markets, suppliers, customers and competitors; and Behavioral change leading to a new emphasis, new culture and values, and changed priorities for each individual impacted by the structural change.

In his study on (Impact Of Change Management On Selected Manufacturing Firms In South East Nigeria (2014), Nicholas N. Igwe attests that, change is viewed as an organization's response through employees involvement as a constraint. In some cases, the changes might be difficult to implement if they do not get the support of the managers and leaders of the organization. It is the responsibility of the change management team to involve all the stakeholders from the beginning in order to gain their support in the introduction of the HRIS. In addition, change management requires training of the

employees and the managers responsible for the change. The training should be based on the training needs identified and the training strategy of the HR department. They should be trained on how to use the HRIS and procedures to be followed when serving customers.

A more inclusive view on change suggests that both external and internal pressures for change are relevant. Defining change management is tough under any circumstances especially that relates to people and the environment there in write Holland and Skarke (2003:24), especially in the context of new technology being implemented in an existing organization where employees are directly used to drive the change.

Management (Igwe 2014), implies an effort to plan the change and exert influence over other people in the process. Change management on employees is seen as a set of principles, techniques and prescriptions applied to the human aspects of executing major change initiatives in organizational settings. Its focus is not on what is driving change (technology), reorganization plans, mergers and acquisitions (M and A) Udeh & Igwe, 2013, globalization etc. but on 'how' to orchestrate the human infrastructure that surrounds key projects so that people are better prepared to absorb the implications affecting them. Change management on employees is one of the Human resource management (HRM) processes that contributes to or underpins the activities of human resources department or unit in an organization. It is concerned with advising and assisting with the facilitation of change in organizations in response to changes in the environment and the introduction of new organizational structures and systems, human resource policies and practices (Armstrong, 2005). Organizational change on employees has also been referred to as organizational development and organizational transformation through human capital (Cummings, and Worley, 2005).

According to Virama (2013), in his study entitled, "Effective Change Management" it is seen as the process that is used to help all the employees adapt successfully to the changes that are taking place in the organization. It is meant to shift the employees' mindset from their current state to a desired future state. Feedback from employees is

also instrumental to the change management process. Analysis and corrective action based on this feedback provides a fertile cycle for implementing change. Individual and group recognition is then necessary to motivate the workers to reinforce the change. At the end of a change management process, there is need to conduct a review to establish the effectiveness of the change. This is basically an evaluation or audit of the implementation of the HRIS project to identify successes and failures and highlighting how the next change project can be improved. This is part of an ongoing continuous improvement of change management (Dawson, 2003).

Rothwell, Prescott and Taylor (2008) had identified six key changes that would have the greatest impact in the workplace. The growing importance of knowledge capital; and Increasing rate and magnitude of change. To maintain a profitable business, organizations are making efforts to improve profits by reducing the costs of business operations for example, layoffs, minimizing the work force, cutting the pay. This must be done with a lot of objectivity since it can greatly affect the performance of the employees. The growing importance of knowledge capital refers to the key value-added capabilities of human creativity and innovation to identify new businesses, products, services and markets. The exit world is getting more interconnected and the economies and industries have become global. There is crisis in financial institutions, the housing market, education, health care and emerging markets to mention only a few major issues. These technologies will inevitably impact the way we manage the workforce and its entire performance which will be the hall mark of success.

The increasing rate and magnitude of change refers to the increasing speed and scope of changes that are occurring (Saeed, 2013) respond to or even anticipate the changes brought by each trend. Organization changes can be seen almost in all types of organizations. They constitute organizational downsizing, continuous improvement, globalization of industries, Mergers and Acquisitions (Palmer, Dunford and Akin, 2009); Udeh and Igwe, (2013). Regardless of change speed, organizational change is the movement of an organization from the existing plateau toward a desired future state in

order to increase organizational efficiency and effectiveness where the key drivers remain the employees, (Cummings and Worley,2005; George and Jones, 2002; Pryor and et al, 2008).

Jahan (2011) asserts that resistance of change from employees and managers is within the normal. Persistent resistance, however, can threaten the success of a project. The change management team needs to mitigate, identify, understand and manage resistance to change in the firm. Resistance management is the processes and tools used by managers and executives with the support of the project team to manage employee resistance. Employee involvement is a very crucial part of managing change. Conclusions drawn by these researchers are that the driving motives for change management on employees are the result of the need to constantly improve productivity and efficiency (Arnetz, 2005, Pryor et al, 2008, Igwe, Chibuike and Alinno, 2012).

2.3.4 Organizational policy and implementation of HRIS

According to a research carried out by Clampitt, Berk, and Williams (2002), Organizations develop a myriad of policies to guide the actions and decision of both the employees and managers in their respective departments. They are statements of purpose and the actions to be taken to achieve that purpose. In the opinion of Harvey (2002) organizational policies usually support and spell out standard operating procedures in a workplace. They also promote efficiency, motivate workers and stimulate employee performance.

Clearly written policies enable employers to manage staff effectively and efficiently by defining acceptable and unacceptable behaviors in the workplace. They also set out disciplinary implications for failure to comply with them. As a rule, the policies should be written in a simple and unambiguous language free from legalese jargon. Clearly written policies have the benefit of avoiding misunderstanding, misinformation and misrepresentation of information. According to Heresy (2001), the length of the organizational policy depends on the subject that it addresses. Managers have the

discretion to apply the policy in a way that facilitates the implementation of the proper policies.

HRIS is thought to be detrimental to employees' privacy. Thus policies should be put in place to protect employee's privacy. Privacy refers degree to which individuals value controlling personal information. In spite of employees' growing concern about privacy and HRIS, 70percentof organizations have still not established written policies for regulating employee information, and, even when they have policies, 30percentof organizations do not communicate them to employees (Wilkie, 2015). In the US, the Privacy Act of 1974 established guidelines for federal employee records, and several states (e.g., California) have laws that protect public employee records. However, few laws affect the management of private-sector employee information.

The European Data Act regulates the control of employee information in Europe, and other countries have also established privacy regulations. Although some research has examined the information factors in the privacy model, little research has examined the effects of HRIS policies on employees' perceptions of invasion of privacy. The discretion should be clearly stated in the policy to avoid conflict of interests of subjectivity it its application. The HRIS policy is also required in cases where there is a diversity of interests and preferences, which could lead to vague and contradictory objectives among the people who are directly involved in the implementation of the HRIS (Eddy et al., 2004).

2.4 Research Gaps

Most organizations are adopting HRIS to improve the accuracy of information, timeliness and cost reduction. The review shows that leadership, staff training, change management and organizational policy are key factors affecting the implementation of HRIS. In spite of the growing interest in the adoption of this software, it presents organization with new challenges as well as benefits. Many studies have been done on HRIS locally. Atika, 2011 researched on the factors influencing the effectiveness of HRIS at the National Cereals Board, Kenya and concluded that user satisfaction, attitudes, beliefs, cultural and

behavioral issues as key areas that influence successful implementation of information systems (Atika, 2011).

Kinyua, (2010) did a study on challenges facing state corporations in Kenya in the implementation of HRIS in Kenya and his findings indicated that the adoption and use of ICT remains a major challenge in the implementation of HRIS in Kenyan State Corporations. Currently, there are few studies conducted on the institutional factors influencing the implementation of HRIS in county governments in Kenya. This study seeks to bridge this gap by providing in depth analysis of these factors and making recommendations.

2.5 Conceptual Framework

The proposed study was guided by the following conceptual framework illustrating the independent variables and the dependent variables to be investigated. The conceptual framework also shows the direction of the influence of the independent variables on the dependent variables as well as the indicators to be measured under each.

Independent Variables

Dependent Variable

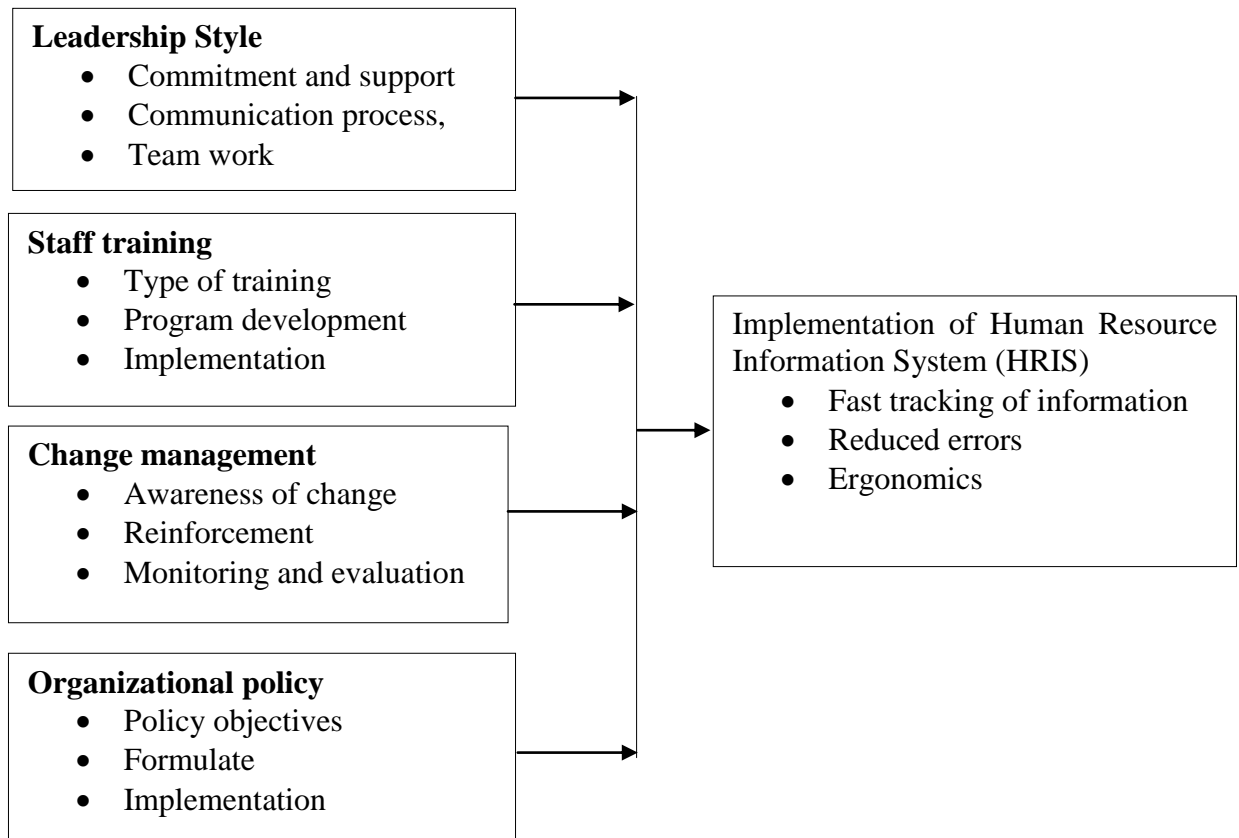


Figure 1: Conceptual Framework

Source: Author (2019)

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the stages and procedures that were followed in conducting the study. The chapter provides a discussion of the research design, target population, the sample and sampling procedure, data collection instruments and procedures, data analysis and ethical considerations of during the study.

3.2 Research Design

This study adopted a descriptive research design. As suggested by Cooper (2011) a descriptive design focuses on answering questions like what, where, and how of a subject. The descriptive research design is appropriate for this study because adequate provisions for protection against bias and while maximizing reliability can be achieved with due concern for economical completion of the study.

3.3 Target Population

A target population refers to the total number of units or persons in which a researcher is interested. In the opinion of Mugenda (2003), a population is a group of individuals, subjects or items from which samples are taken for measurement.. The study targeted all the employees of Machakos County as shown in table 3.1 below.

Table 3. 1 Target Population

Cadres	Target population
1) Chief Officers	24
2) Directors	7
3) Deputy Directors	34
4) Assistant Directors	62
5) HR department	47
TOTAL	174

Source: HR Department (2019)

3.4 Sampling Procedure

Sampling is the process of selecting units for example people from a population of interest so that by studying the sample, we may fairly generalize our results back to the population from which the sample was chosen (Trochim, 2006). Mugenda (2003) also defined sample as a ‘fraction of population and it is also referred as a proportion obtained from the large population’. A research sample is expected to mirror the population from which it comes. However, there is no guarantee that any sample was precisely representative of the population from which it comes (Cooper, 2011).

Since the study was investigating the factors influencing the implementation of HRIS in Machakos County, only employees concerned with implementation were sampled, that is, all the members of the target population except the other employees. The study therefore adopted the stratified random sampling technique to select 50% of employees in each stratum to obtain a sample size of 88 study respondents. This was a sufficient sample since it is above the recommended minimum sample size of 30% as shown in table 3.2 below.

Table 3. 2: Sample Size

Cadres	Target population	Sample Size (50% of the target population)
1. Chief Officers	24	12
2. Directors	7	4
3. Deputy Directors	34	17
4. Assistant Directors	62	31
5. HR department	47	24
TOTAL	174	88

Source: Author (2019)

3.5 Data Collection Instruments

Primary data was collected by the use of questionnaires. Questionnaire is considered a suitable tool of data collection since a questionnaire often eliminates subjectivity which is

common with other tools of data collection such as interviews(Saunders, 2009). A Likert scale questionnaire was used to make it easier to measure levels of agreement or disagreement on certain variables. The open ended questions were also used to collect in-depth responses from respondents without feeling restricted from revealing any information.

The questionnaire was appropriate for this study because it saves time; the respondents are literate and ensure uniformity in the way questions. Equally respondents may feel free to answer sensitive questions if they are not required to disclose their identity. The questionnaire comprised of two (2) sections. The first section consisted of the demographic features related to the characteristics of each of the respondents. Part two of the questionnaire was concerned with factors influencing the adoption of HRIS.

3.6 Data Collection Procedure

The questionnaire was piloted on 20 county employees from the neighboring Kitui County to improve on the instrument before the performance of full-scale research. The responses from piloting were used to develop the final draft of the data collection instrument which was used on the sampled respondents. The piloting was conducted only once. After piloting exercise, the researcher sought permission from the management of the Machakos county government headquarters to be allowed to undertake the research in the organization. The questionnaires were self-administered by the researcher on the selected respondents. The method was selected due to its ability to increase on the response rate.

3.7 Validity and Reliability of Research Instrument

Validity is defined as the accuracy of the data and/or information collected during a research study. It refers to the connotation and extrapolations arising from the results of the study (Orodho, 2004). It refers to the level to which study findings accurately represent the area under investigation. A research instrument is valid depending on the usefulness of the data collected in addressing the scope of the research topic. It is usually enhanced through expert judgment (Best, 2006). The researcher prepared the data

collection instrument in close consultation with the supervisors to ensure that specific areas in relation to the research objectives are covered in the specific sections of the tool.

The supervisor also helped the researcher in establishing the areas of weakness in the data collection tool. Necessary adjustments were carried out to enhance validity. Cooper et al (2006) defined Reliability as the degree of consistency of the measures or results whatever it measures. It is the ability to constantly produce the same results when repeated measurements are taken under the same circumstances. Piloting was used by the supervisor to check on the questionnaire for appropriateness and reliability. Since the questionnaire was an item-tool, test-retest method was also used to measure reliability to ascertain similarity. The Cronbach Alpha scale for the first questionnaire was 0.710 and after the retest the Cronbach alpha scale rose up to 0.89 showing a more internal consistency (Orodho, 2004).

3.8 Data Analysis

Collected data was coded to facilitate data entry into the computer to allow for statistical analysis. The researcher made use of statistical package for social sciences (SPSS) to aid the analysis of data. Descriptive statistics such as frequencies, percentages were used to present data and inferential statistics such as multiple linear regressions were used in the process of data analysis. Multiple linear regressions is a method for predicting the value of a dependent variable Y , based on the value of an independent variable X . It gives a cause effect relationship between variables. Data was presented by use of tables and other appropriate graphs and figures. The following is the regression model which guided the data analysis.

General Regression Model:

Data Presentation

The regression model used was; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Whereby:

Y = Implementation of HRIS;

X_1 = Leadership style;

X_2 = Staff training;

X_3 = Change management;

X_4 = Organizational policy;

β_0 = Constant;

β_1 - β_3 = Regression Coefficients for the independent variables effect of dependent variable

ε = Error term which is assumed to be normally distributed with mean zero.

Using the above linear regression function β_0 is the Y intercept and β_1 , β_2 , β_3 & β_4 are equivalent to the slope in linear regression equation and are also called regression coefficients. They can be interpreted the same way as slope. Thus if $\beta_1 = 2.5$, it would indicate that Y will increase by 2.5 units if X_1 increased by 1 unit.

3.9 Ethical Considerations

Accordingly, any data/information obtained from research participants was treated with high level of confidentiality. The research participants were also requested to participate in the study and reassured that the data collected would purely be used for academic purposes. Additionally, high level of anonymity was maintained throughout the process of analyzing the data. Accordingly, the names of the research participants or anything that could be used to identify them was not be used anywhere in the analysis process. Other issues that were considered include maintaining safety and privacy of the participants.

CHAPTER FOUR

4.0 DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and interpretation of the primary data on the institutional factors influencing the implementation of human resource information systems in Machakos county Government. The data collection instrument was a questionnaire with both open and close ended questions. The first part of the questionnaire sought information of general nature like job position, age, gender, education level and duration of years worked at the county government. The second part sought information on the institutional factors influencing the implementation of human resource information systems in Machakos county Government

4.2 Background Information

4.2.1 Response Rate

A total of eighty-eight (88) questionnaires were used to collect data in the study. Self-administered questionnaire method of data collection was adopted to increase the objectivity of the research as well as the response rate. The filled questionnaires were scrutinized and checked for completeness and seventy-one (71) questionnaires were found to be complete. These were the only questionnaires that were considered as returned for analysis.

$$\begin{aligned} \text{Response rate} &= \frac{\text{complete questionnaires}}{\text{Total filled questionnaires}} * 100\% \\ &= \frac{71}{88} * 100\% \\ &= 80.68\% \end{aligned}$$

Table 4. 1 Response Rate

Questionnaires	Frequency	Percentage	Cumulative percentage
Complete	71	80.68%	80.68%
Incomplete	17	19.32%	100%
Distributed	88	100%	

Source; Author 2019

This response rate is considered excellent. According to Mugenda Mugenda (1999), ascertained that a response rate of 50% and above is adequate, a response rate of 60% and above is good and a response rate of 70% and above is considered excellent for analysis and reporting. This assertion was also made by Kothari (2004), confirming that a response rate of above 75% is sufficient enough for a sampled population and above 80% for census to analyze the findings, make conclusions and draw recommendations.

4.2.2 Gender of the Respondents

The second question sought to establish the gender of the respondents. According to the data collected, 49 of the respondents were male making a percentage of 69.01 percent while their female counterparts composed of only 22 making a percentage of 30.99 percent. This could mean that there is no gender equality in the administration, and the opinion of both genders is important for this study. This is as shown in table 4.2.

Table 4. 2 Gender of the Respondents

Gender	Frequency	Percentage	Cumulative percentage
Male	49	69.01%	69.01%
Female	22	30.99%	100%
Total	71	100%	

4.2.3 Highest Level of Education

An assessment of the level of education of the respondents showed that, 52 of the respondents making a percentage of 73.24 had at least a university degree and above. Eighteen of the respondents making a percentage of 25.35 had a college diploma or certificate and only one respondent making a percentage of 1.41 had only a secondary

school certificates while none had a primary school certificate. This sought to determine if the employees at the county were skilled enough to be able to implement the HRIS. It is concluded that the employees had the right academic credentials and were qualified enough to understand the field of HRIS. This information is shown in table 4.3

Table 4. 3 Highest Level of Education

Level of Education	Frequency	Percentage	Cumulative percentage
Primary	0	0%	0%
Secondary	1	1.41%	1.41%
College	18	25.35%	26.76%
University	52	73.24%	100%
Total	71	100%	

4.2.4 Cadres of Employees

According to the data collected, a frequency of 10 respondents making a percentage of 14.08 were county chief officers. 4 respondents making a percentage of 5.63 were departmental directors while 14 of the respondents making a percentage of 19.72 were deputy directors. Majority of the respondents were assistant directors with a frequency of 27 making a percentage of 38.03. Employees from the HR department who formed part of the respondents were 16 making a percentage of 22.59. This implied that the middle management who do the implementation of the decisions from top management were well represented. Table 4.4 illustrates the cadres of the respondents.

Table 4. 4 Cadres of Employees

Cadres	Frequency	Percentage	Cumulative percentage
Chief officer	10	14.08%	14.08%
Director	4	5.63%	19.66%
Deputy director	14	19.72%	39.38%
Assistant director	27	38.03%	77.41%
HR Department	16	22.59%	100%
Total	71	100%	

4.2.5 Length of Service

The length of service in the county government for the respondent was considered important in the data collection process so as to establish the degree of reliability of the information provided. Employees who have worked in the county government for less than one year may provide misleading information. This could result from either lack of sufficient managerial, administrative, legal as well county human resource policy information of the county government. From the data collected, majority of the respondents have worked in the county government for a period between 6 to 10 years with a frequency of 34 making a percentage of 47.89%. 20 of the respondents have worked in the county government for a period of between 1 to 5 years making a percentage of 28.17 while 17 making a percentage of 23.94 have worked in the county government for a period of over 10 years. This implied that all the respondents had sufficient knowledge on the operationalization of HRIS in the county.

Table 4. 5 Length of Service

Number of years	Frequency	Percentage	Cumulative percentage
1-5 years	20	28.17%	28.17%
6-10 years	34	47.89%	76.06
Over 10 years	17	23.94%	100%
Total	71	100%	

4.3 Empirical Findings

On a scale of 1 to 5, the respondents were requested to rate several factors influencing the implementation of HRIS in the Machakos county government. In the analysis, a higher mean can be interpreted to mean that, the institutional factor influenced the implementation of HRIS and the vice versa is true. A large variance would mean that the data was spread on the scale while a small variance would mean that the data was concentrated within a certain value. The standard deviation shows how the data deviated from the central value which is the mean. A large standard deviation means that, the data deviated from the central mean by a large margin but does not mean that the data is wrong but the opinions are diverse

4.3.1 Form of leadership style used in the organization

The research sought to establish the respondent's opinion on the form of leadership style of the county government. The results are as tabled in table 4.6

Table 4. 6 Form of leadership style used in the organization

Leadership style	Frequency	Percentage	Cumulative percentage
Democratic	23	32.39%	32.39%
Beauracritic	16	22.54%	54.93%
Autocratic	9	12.68%	76.61%
Transformational	23	32.39%	100%
Total	71	100%	

Twenty-three of the respondents making a one third of the population were of the opinion that the county government exercises democratic style of leadership. A similar number felt that the style of leadership adopted by the county government is transformational while minimal number felt that the style of leadership is autocratic.

4.3.2 Aspects of leadership encouraged by the management

The proceeding question sought to establish the aspect of leadership that the county government emphasizes on. The findings are tabulated in table 4.7.

Table 4. 7 Aspects of leadership encouraged by the management

Aspect of Leadership	Frequency	Percentage	Cumulative percentage
Team building	27	38.02%	38.03%
Communication	15	21.13%	59.15%
Vision implementation	29	40.85%	100%
Total	71	100%	

This implies that the management encourages team building towards achievement of its vision but little communication is done.

4.3.3 Descriptive Statistics for Leadership Style and Implementation of HRIS

The first objective of the study sought to establish the influence of Leadership Style and Implementation of HRIS. Generally, the objective sought to look into the opportunity for employee participation, managerial support for new technology, motivational factor of the new technology, managerial guidance by the management on the implementation of new technology and managerial engagement of employees prior to introducing new technology to study the challenges and employee preparedness for the new technology. The findings are as tabulated in table 4.8 and discussions thereafter.

Table 4. 8 Descriptive Statistics for Leadership Style and Implementation of HRIS

Statement	N	$\sum f(x)$	Mean μ	VARIA NCE(σ^2)	STANDARD DEV. (σ)
Management encourages employee participation in decision making	71	234	3.3	1.7	1.32
Management is supportive of use of new technology	71	270	3.8	1.09	1.04
New technology is introduced to motivate employees and make their work easier	71	319	4.5	0.5	0.71
Management provides guidance to employees when implementing new technology	71	340	4.8	0.25	0.5
The management engages employees to establish possible challenges before introducing new technology	71	233	3.8	0.71	0.84

The first question was meant to establish Management encourages employee participation in decision making. A total of seventy-one questionnaires were analyzed. The mean of the data collected was 3.3, and the variance was at 1.7. This meant that, Management encouragement of employee participation in decision making was more

vital. The standard deviation was 1.32 to mean that the data collected deviated from the central measure of tendency by a small margin thus making the data reliable in drawing conclusions and possible inferences.

The second question was to establish how Management was supportive in adoption and use of new technology and how this support was fundamental in implementation of HRIS. A total of 71 questionnaires were analyzed. The mean of the data collected was 3.8. This could be interpreted that, the management of the county government is to an extent supportive in adoption and use of new technology. The variance of the data collected was 1.09 and the standard deviation was 1.04. The data showed a relatively large variation from the lowest to the highest as well as a relative large deviation from the mean. This however does not mean that the data collected was not reliable. This variance and deviation could highly be attributed to several factors analyzed in the background information such as; level of education, job cadres and length of service

On how new technology introduced motivates employees and makes their work easier, a mean of 4.5 was realized after an analysis of seventy one questionnaires. This meant that new technology introduction had a strong influence on motivation of employees and making their work easier. The variance of the data collected was 0.5 and the standard deviation was 0.71 to mean that the data was consistent. The fourth question sought to establish the role that the management plays in providing guidance to employees when implementing new technology. A mean of 4.8 was realized. This meant that, managerial guidance in implementation of new technology such as HRIS is quite fundamental. A variance of 0.25 and a standard deviation of 0.5 were realized meaning the data was reliable and free from outliers and extremes. The last question sought to establish whether the management engages employees to establish possible challenges before introducing new technology. A mean of 3.8 was realized after analyzing seventy-one questionnaires. This meant that, there is great importance of conducting a pre adoption survey to establish the possibility of adopting a certain technology without fail. The variance of the data was at 0.71 and the standard deviation was realized at 0.84.

4.3.4 Descriptive statistics for staff training and implementation of HRIS

The second objective sought to establish how staff training was effective on implementation of HRIS in the Machakos county government. The objective specifically looked at; Employees are well trained on the implementation of HRIS, if there was a clear training policy in the organization to allow people acquire the needed skills, The management of the county hires employees with the right kills, Employees with inadequate skills are retrained to acquire the required skills, Before the introduction of new technology the county government ensures existing and new employees are appropriately trained. The findings are as summarized in table 4.9

Table 4. 9 Descriptive statistics for staff training and implementation of HRIS

Statement	N	$\sum f(x)$	Mean μ	VARIA NCE(σ^2)	STANDARD DEV. (σ)
Employees are well trained on the implementation of HRIS	71	292	4.1	1.09	1.04
There is clear training policy in the organization to allow people acquire the needed skills	71	344	4.8	0.22	0.47
The management of the county hires employees with the right kills	71	348	4.9	0.12	0.34
Employees with inadequate skills are retrained to acquire the required skills	71	278	3.9	0.61	0.78
Before the introduction of new technology the county government ensures existing and new employees are appropriately trained	71	170	2.4	0.76	0.87

The first question looked into how employees are well trained on the implementation of HRIS. From the response received, a mean of 4.1 was realized. This could be interpreted to mean that, most of the employees are well trained on the implementation of HRIS. The variance and the standard deviation showed a relative

margin. The variance stood at 1.09 while the standard deviation stood at 1.04. This can be interpreted to mean that the training on implementation of the HRIS is either lacking or not effective enough. Most training fails to yield results due to lack of follow up programmes by the trainers. It is within this back ground that the second question sought to establish whether there is clear training policy in the organization to allow people acquire the needed skills. A strong mean of 4.8 was realized after the analysis of seventy-one questionnaires. A variance of 0.22 and a standard deviation of 0.47 were realized. This shows that the data collected was more concentrated.

The third question sought to establish whether the management of the county hires employees with the right skills. The mean was found to be strong at 4.9 meaning that the county government hired employees with the right skills, while the variance was 0.12 and the standard deviation was 0.34. The fourth question sought to establish whether employees with inadequate skills are retrained to acquire the required skills. The data collected showed a mean of 3.9 a variance and a standard deviation of 0.61 and 0.78 respectively. The final question sought to establish whether before introduction of new technology the county government ensures existing and new employees are appropriately trained on the technology. The mean was weak at 2.4 showing that the employees are not effectively trained on implementation of new technology. The variance stood at 0.76 while the standard deviation was at 0.87.

4.3.5 Descriptive statistics for change management and implementation of HRIS

The third objective sought to establish how change management affects implementation of HRIS in the county government. The objective delimited itself to factors such as The county government employees are well trained on how to cope with new technology; Before the introduction of new technology the county government ensures existing and new employees are appropriately trained on change management; The management involves employees in the change management process; Information on change is effectively communicated to all that are to be affected by the change; The management is fully supportive of change management programmes. The findings are as represented in the table 4.10.

Table 4.10 Descriptive statistics for change management and implementation of HRIS

Statement	N	$\sum f(x)$	Mean μ	VARIA NCE(σ^2)	STANDARD DEV. (σ)
The county government employees are well trained on how to cope with new technology.	71	261	3.68	0.61	0.78
Before the introduction of new technology the county government ensures existing and new employees are appropriately trained on change management	71	138	1.94	0.73	0.85
The management involves employees in the change management process.	71	112	1.58	1.17	1.08
Information on change is effectively communicated to all that are to be affected by the change.	71	221	3.11	0.72	0.85
The management is fully supportive of change management programmes	71	90	1.27	0.56	0.75

The first question sought to establish whether the county government employees are well trained on how to cope with new technology. A mean of 3.68 was realized with a variance of 0.61 and a standard deviation of 0.78. This meant that, the staffs were not satisfactorily trained on adopting with new technology. The second question sought to establish whether before the introduction of new technology the county government ensures existing and new employees are appropriately trained on change management. A very weak mean of 1.94 was realized with a variance of 0.73 and a standard deviation of 0.85. This means that before the introduction of new technology the county government did not ensure existing and new employees are appropriately trained on change management.

The third question sought to establish whether the management involves employees in the change management process. A mean of 1.58 was realized showing the management does not involve employees in the change management process. A variance of 1.17 and a standard deviation of 1.08 were realized. The proceeding question sought to establish whether information on change is effectively communicated to all that are to be affected by the change. A mean of 3.11 was realized meaning that communication on change wasn't effective enough. A variance of 0.72 and a standard deviation of 0.85 were realized. The final question sought to establish whether the management was fully supportive of change management process after implementing a new technology. A very weak mean of 1.27 was arrived at after analysis of seventy-one questionnaires. This can be interpreted to mean that the county government does not support staffs through a change management process. A variance of 0.56 and a standard deviation of 0.75 were realized.

4.3.6 Descriptive statistics for organizational policy and implementation of HRIS

The fourth objective looked at how policy framework influenced the implementation of HRIS. The objective looked at factors such as; there is a clear organizational policy on the implementation of HRIS; the management of my organization adheres to the organizational policy on HRIS; the HR department has aligned its policies to the changes in organizational policy on HRIS; the policy on HRIS is well communicated to all interested parties; the HRIS policy is appropriate to enhance the implementation of HRIS. The findings are summarized in table 4.11.

Table 4. 11 Descriptive statistics for organizational policy and implementation of HRIS

Statement	N	$\sum f(x)$	Mean μ	VARIA NCE(σ^2)	STANDARD DEV. (σ)
There is a clear organizational policy on the implementation of HRIS	71	300	4.23	0.65	0.81
The management of my organization adheres to the organizational policy on HRIS	71	317	4.46	0.59	0.77
The HR department has aligned its policies to the changes in organizational policy on HRIS	71	272	3.83	0.39	0.63
The policy on HRIS is well communicated to all interested parties	71	250	3.52	1.66	1.29
The HRIS policy is appropriate to enhance the implementation of HRIS	71	294	4.14	1.16	1.08

On the whether there is a clear organizational policy on the implementation of HRIS, a mean of 4.23 was realized meaning that there is a clear organizational policy on the implementation of HRIS. A variance of 0.65 and a standard deviation of 0.81 were realized. On the managerial adherence to the organizational policy on HRIS, a strong mean of 4.46 was realized showing full adherence with a variance of 0.59 and a standard deviation of 0.77. On The HR department has aligned its policies to the changes in organizational policy on HRIS, a mean of 3.83 was realized showing that there is a degree of HR compliance to organizational policies with a variance of 0.39 and a standard deviation of 0.63. On the policy on HRIS is well communicated to all interested parties, a mean of 3.52 was realized with a variance of 1.66 and a standard deviation of 1.29. On The HRIS policy is appropriate to enhance the implementation of HRIS, a mean of 4.14 was realized with a variance of 1.16 and a standard deviation of 1.08.

4.4 Regression Analysis

To establish the institutional factors influencing the implementation of human resource information systems in Machakos county Government, a multiple regression analysis was conducted to establish the relative influence of the independent variables on the dependent variable. The regression model was as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = \beta_0 + \beta_1 X_1 (\text{leadership}) + \beta_2 X_2 (\text{staff training}) + \beta_3 X_3 (\text{change management}) + \beta_4 X_4 (\text{organizational policy}) + \varepsilon$$

Regression analysis also produced correlation, coefficient of determination and analysis of variance (ANOVA). Correlation sought to show the nature of relationship between dependent and independent variables and coefficient of determination showed the strength of the relationship. Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level.

A correlation matrix was run in order to identify the existence of relationship between the variables. Pearson Product Moment Correlation coefficient was used for the correlation analysis; the (r) was used to determine the linear relationship between the variables of interest to the study, the (R^2) coefficient of determination was equally meant to identify the goodness of fit. The correlation coefficient (r) yielded a statistic that varied in ranges in value from -1 to 1 (Mugenda, 2003). A zero value of 'r' indicates that there was no association between the two variables. When $r = (+) 1$, it indicates perfect positive correlation and when it is $(-) 1$, it indicates perfect negative correlation, meaning thereby that variations in independent variable explain 100% of the variations in the dependent variable. It also means that a unit change in independent variable, if there happens to be a constant change in the dependent variable in the same direction, correlation will be perfect positive (Kothari, 2004).

Table 4.12 Model Goodness of Fit

R	R²	ADJUSTED R²	STANDARD ERROR OF ESTIMATION
0.771	0.631	0.532	0.06227

a. Predictors: (Constant), leadership style, staff training, change management and organizational policy.

b. Dependent Variable: Y (implementation of HRIS)

Regression analysis was used to establish the relationship between Y and the factors that affects variables. The results showed a correlation value (R) of 0.771 which depicts that there is a good linear positive dependence of implementation of HRIS on leadership style, staff training, change management and organizational policy.

R² is a statistic that will give some information about the goodness of fit of a model. In regression, the R² coefficient of determination is a statistical measure of how well the regression predictions approximate the real data points. An R² of 0.631 was achieved indicating that the regression predictions perfectly fit the data.

With an adjusted R² of 0.532, the model shows that leadership style, staff training, change management and organizational policy explain 53.2 percent of the variations in implementation of HRIS while 46.8 percent is explained by other factors not in the model. The standard error of estimation was at 6.22% meaning the model was perfect at a 94.78%.

Table 4. 12 Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.181	3	1.394	3.135	0.038a
Residual	15.562	35	.445		
Total	19.744	38			

ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables thus show whether a relationship exists between the two. The P-value of 0.038 implies that implementation of HRIS has a significant

joint relationship with leadership style, staff training, change management and organizational policy which is significant at 5 percent level of significance. This also depicted the significance of the regression analysis done at 95% confidence level.

Table 4. 13 Regression Coefficient Results

	Un-standardized		Standardized	T	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	7.724	5.006		1.543	.132
leadership style	.719	.720	.791	2.387	.023
staff training	.456	.827	.662	.551	.045
change management	.034	.197	.038	.058	.047
organizational policy	.865	.698	.687	.653	.132

a. Dependent Variable: Y implementation of HRIS

From the data in table 4.15, there is a positive relationship between Y and leadership style, staff training, change management and organizational policy.

The established regression equation was:

$$Y \text{ (implementation of HRIS)} = 7.724 \text{ (constant)} + 0.791 \text{ (leadership style)} + 0.662 \text{ (staff training)} + 0.038 \text{ (change management)} + 0.687 \text{ (organizational policy)} + 5.006$$

4.4 Interpretation of Findings

This section attempts to provide vivid interpretation of the findings obtained relating to the objective of the study. To establish the factors influencing implementation of HRIS in Machakos County, a multiple regression analysis was conducted to establish the relative influence of the factors under study on the implementation of HRIS. The results showed a correlation value (R) of 0.771 which depicts that there is a good linear dependence of Y on leadership style, staff training, change management and organizational policy. ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables thus show whether a relationship exists between the two. The P-value of 0.038 implies that implementation of HRIS has a significant joint relationship with leadership style, staff training, change management and organizational policy which is significant at 5 percent level

of significance. This also depicted the significance of the regression analysis done at 95% confidence level.

The regression results show that, when leadership style, staff training, change management and organizational policy have zero values, the dependent value would be 7.724. It is also established that a unit change in leadership style would result in a 0.719 positive change in Y and a unit change in staff training would lead to a positive 0.456 change in implementation of HRIS and so on. This statistic had a t-value of 2.387 at 0.023 showing that the statistic is significant at 95% confidence level. A t-value of 0.058 was established at 0.047 error margin. This shows that the statistics was significant at 95% significance level.

CHAPTER FIVE

5.0 DISCUSSION OF FINDINGS

5.1 Introduction

This chapter presents the summary of findings of the research generated from data analysis. The researcher had intended to determine factors influencing implementation of HRIS in Machakos county government.

5.2 Summary of Findings

5.2.1 Demographic findings

The objective of the study was to determine the factors influencing implementation of HRIS in Machakos county government. The respondents were employees of the Machakos county government who are involved in implementation of HRIS. On the demographic characteristics of the respondent, the research revealed that the majority of respondents were either assistant directors or staffs from the HR department. This implied that they were in a position of decision making and thus perceived to have influence on the implementation of HRIS. The research also established that most of the respondents were experienced staffs having worked with the county government for more than five years. It is perceived experienced employees would accept change more easily. Thus they will embrace the system more easily. The males were more than female and the difference was significant and therefore the study could have been skewed to some extent. Given the education levels of the respondents, majority possessed university degrees meaning they were competent and qualified employees. They had the requisite academic credentials to understand the area of HRIS. This also implies that the respondents had the capacity to give quality response for the purpose of this study.

5.2.1 Leadership style influence on implementation of HRIS

On the factors affecting the implementation of HRIS, there was consensus on leadership style influences implementation of HRIS. Although the style of leadership of the county government was not clear, most respondents felt that it was either democratic or transformational. A great percentage of respondents felt that it was important for the management to encourage employee participation in decision making as well as support use of new technology. New technology is introduced to

motivate employees and make their work easier was the opinion of most respondents. Management provides guidance to employees when implementing new technology. The management engages employees to establish possible challenges before introducing new technology. Employees are well trained on the implementation of HRIS.

These findings agree with the findings of Clampitt, Berk, and Williams (2002) who found out that, despite the introduction of HRIS helping to ensure accurate, timely and quick access to information in terms of planning, operating and controlling activities in Human Resource Management, it faces a great challenge in when the institutional leadership does not support it. Their study noted that more conservative managers would do anything possible to frustrate the implementation of HRIS while the aggressive managers would fully support it.

Further the findings agree with the findings of Grant et al (2006) in studying the impact of human resource information system in four organizations based in Australia realized that the potential of human resource information system to deliver the strategic competencies promised remained unrealized. Initial findings from the four case studies suggested that although new or upgraded human resource information systems were being used to automate and devolve routine administrative and compliance functions traditionally performed by the human resources function, the potential for the technology to be used in ways that contribute to the strategic direction of the organization were not being realized.

5.2.2 Influence of training on implementation of HRIS

On the influence of training on implementation of HRIS, respondents agreed that there should be a clear training policy in the organization to allow employees acquire the needed skills. The management of the county should hire employees with the right skills and employees with inadequate skills should be retrained to acquire the required skills before the introduction of new technology the county government ensures existing and new employees are appropriately trained.

These findings agree with the findings of Makanyeza (2013), who carried out a study on the role of training in the implementation of HRIS in organizational performance.

He found out that HRIS system processor was vital in editing and recording personnel information thus sufficient training on the employees applying it needs to be thorough for its performance to be above average. He further noted that the functional application of the computerized HR function might be misleading if the implementers are not well trained on its applications.

The study further agrees with the findings of Mayfield & Mayfield (2003) who found out that lack of computer knowledge has been attributed to slowness in applying information technology to human resources departments. User skill level may be strongly related to the variance in attitudes toward the value of human resource information system. One of the potential problems of human resource information system management is a lack of employee technical training and experience in information management. For a successful human resource information system, appropriate training should go to all human resource staff, line managers, as well as other employees. User training should be emphasized, with heavy investment in training and reskilling of developers in software design and methodology (Sumner, 2006).

5.2.3 Influence of change management on implementation of HRIS

On change management, the respondents thought that the county government employees should be well trained on how to cope with new technology and before the introduction of new technology the county government ensures existing and new employees are appropriately trained on change management. The management should also fully involve employees in the change management process and information on change is effectively communicated to all that are to be affected by the change.

These findings agree with De Jager (2007) who studied the effectiveness of change management and found out that effective change requires a well prepared change matrix management, as the authority to change a process in all the departments that it moves through cannot be delivered through a silo based management structure. Change management especially on employees brings together two distinct streams of work: Delivery of structural change through the introduction of new systems, processes, people, product and service innovation and the creation of new markets, suppliers, customers and competitors; and Behavioral change leading to a new

emphasis, new culture and values, and changed priorities for each individual impacted by the structural change.

This study further agrees with Igwe (2014) who in his study on Impact of Change Management on Selected Manufacturing Firms in South East Nigeria 2014, found out that, change is viewed as an organization's response through employees' involvement as a constraint. In some cases, the changes might be difficult to implement if they do not get the support of the managers and leaders of the organization. It is the responsibility of the change management team to involve all the stakeholders from the beginning in order to gain their support in the introduction of the HRIS. In addition, change management requires training of the employees and the managers responsible for the change. The training should be based on the training needs identified and the training strategy of the HR department. They should be trained on how to use the HRIS and procedures to be followed when serving customers.

5.2.4 Organizational policy and implementation of HRIS

Respondents further felt that, there should be a clear organizational policy on the implementation of HRIS which the management should fully adhere to. The HR department should re-align its policies to the changes in organizational policy on HRIS if need be. The policy on HRIS should also be well communicated to all interested parties and should be appropriate to enhance the implementation of HRIS.

These findings agree with the findings of Clappitt, Berk, and Williams (2002), who found out that, Organizations need to develop a pool of policies to guide the actions and decision of both the employees and managers in the implementation of the HRIS. He further found out that policies are not only statements of purpose and the actions to be taken to achieve that purpose but provisional guidelines the input, the actual responsibility and the role of every player in the system. In the opinion of Harvey (2002) organizational policies usually support and spell out standard operating procedures in a workplace. They also promote efficiency, motivate workers and stimulate employee performance.

CHAPTER SIX

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This section presents the conclusion and recommendations of the study based on findings from the study in comparison to what other scholars have said as noted under literature review.

6.2 Conclusion

As we approach the twenty-first century with an ever increasing amount of information at our disposal, an effective HRIS can help capitalize on the synergy of the two most precious assets; human resources and information technology. Those companies that make the best use of these systems have the best chances to sustain a competitive advantage.

6.2.1 Leadership style and implementation of HRIS

The leadership style is critical to HRIS implementation. In addition to verbal support, top management need to demonstrate their confidence in HRIS by personally utilizing the system. Frequent personal HRIS usage may result in sufficient resources and an increased pressure for HRIS success. Leadership style assists in identifying project initiatives, priorities, as well as serving as a project advocate to other upper level managers within the organization. Once the implementation process begins, then management's role shall be to effectively assist in removing obstacles; help to gain consensus on key decisions, and work towards helping the team meet key deliverables throughout the implementation process. This conclusion agrees to Chan and Mills (2002) who concluded that autocratic leadership discourages initiative and demotivates employees such as implementation of HRIS. Democratic leadership is participative in nature and can lead to an ease in implementation of HRIS with reduced resistance to change while transformational leadership is the most ideal for the implementation of HRIS. As concluded by (Steyn, 2014) strong commitment by top management, particularly to innovation, it leads to early adoption of technology. Lack of top management commitment impedes the implementation of HRIS. Given the important role of top-level managers in organizations, it is not surprising that top

management support has been one of the most widely discussed organizational factors in several HRIS adoption studies.

6.2.2 Influence of training on implementation of HRIS

Staff training and development are processes that attempt to provide an employee with information, skills and an understanding of the organization and its goals. In addition, training and development are designed to help a person continue to make positive contribution in form of good performance. Orientation is designed to start the employee in a direction that is compatible with the firms' mission, goal, and culture.

Training plays a very critical role in implementation of any new system not only HRIS and thus Budget support for system development, continuous training and cooperation of HR department and line managers should be forthcoming. Communication between managers and employees needs to be encouraged. Proper communication from top management to middle management and to junior staff is essential in enhancing HRIS implementation. Using the HRIS system, employees' organization-wide can communicate more effectively with management, obtain access to company information for personal advancement such as job availability and other career opportunities, and check basic data to ensure their own rights. This conclusion agrees with the conclusion of Hendrickson (2003) who carried out a study on challenges facing the implementation of HRIS in developing countries. Concluded that, however implementing a new system can positively impact a business, there is need to provide a foundation for development and improvement. Training has a key role to play in delivering successful implementations, as the way people are introduced to any new system and how they learn to use it may be the main contact they have with the programme.

6.2.3 Influence of change management on implementation of HRIS

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. For an organization, change

management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.

Resistance to change is one of the greatest challenges change managers face, particularly when the changes involve the use of information technology. The employees of the county are not prepared to handle the change that may come as a result of implementing the HRIS. This makes them resistance to change as they are unable to use the system. The HR department requires more resources as to implement the system. This conclusion agrees to the conclusion of Holland and Skarke (2003), who concluded that, a more inclusive view on change suggests that both external and internal pressures for change are relevant. Maintaining change management is tough under any circumstances especially that relates to people and the environment there in write especially in the context of new technology being implemented in an existing organization where employees are directly used to drive the change.

6.2.4 Organizational policy and implementation of HRIS

Organization policies often reinforce and clarify standard operating procedure in a workplace. Well written policies help employers manage staff more effectively by clearly defining acceptable and unacceptable behavior in the workplace, and set out the implications of not complying with those policies.

Machakos county government does not have existing policies on implementation of the HRIS. Policy formulation is fundamental when it comes to adoption of new technology. Employees' input in the policy formulation process is very important during HRIS implementation as they are the end users. Job aids for different users also need to be identified during the system implementation. In the conclusion of Harvey (2002) organizational policies usually support and spell out standard operating procedures in a workplace. They also promote efficiency, motivate workers and stimulate employee performance. Implementation of systems relies on the existing policies.

6.3 Recommendation

Based on the findings and discussions on the factors influencing the implementation of HRIS in the Machakos county government, the researcher recommends that the County Executive Committee members should be ready to embrace and adopt new technology in the county and ensure the implementation and operationalization of HRIS. HR managers should play a proactive role to support HRIS implementation in their organizations. Guided by the HR policies, they should convince top managers and other line managers of the importance of HRIS implementation, so that time and budget required for implementing HRIS could be gained.

The study further recommends that, the county leadership should allocate time, training manuals and framework and budget to train people on how to use and leverage the uses of HRIS, and on how to gain competitive advantage through HRIS. The top management needs to be convinced by the values and the strategic benefits of HRIS in order to grant the required financial and non-financial support for HRIS implementation. Frequent and continuous training and development programs should be put in place to ensure that the existing and new employees are satisfactorily equipped with the necessary knowledge on the HRIS.

Change management programs should be put in place to ensure that employees fully adapt to the new technology installed. The employees should be reassured of their job securities in order to reduce the amount of resistance from employees.

Clear policies regarding the implementation of the HRIS should be put in place to ensure smooth adoption and implementation of the system. HR department should align its policies with the organizational policy on adoption and implementation of new technology in order to gain full support from the organizational management.

6.4 Areas for Further Study

As depicted in the study, most county employees have remained resistant to change especially in the adoption and implementation of information technology. This may be because they are ill prepared about it hence feel that their jobs are insecure. A study can be done on the influence of change management programs on organizational performance.

From the study, leadership style, staff training, change management and organizational policies explained 53.2 percent of the variations in the implementation of HRIS while 46.8 percent was explained by other factors not in the study, further research can be done on external factors influencing the implementation of HRIS in the county governments.

Another vital study would be to explore the impact of poor policies on adoption of HRIS in the county governments. This would inform not only the county governments but also the national governments which is trying as much as possible to cut the wage bill of the county governments.

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APPENDICES
APPENDIX I: INTRODUCTORY LETTER

Stella Mutiku
P.O Box 2643 - 90100
Machakos
Tel. 0720762261
Dear Sir/Madam

RE: REQUEST TO COMPLETE THE ATTACHED QUESTIONNAIRE

My name is Stella Ndunge Mutiku and I am a student of the South Eastern Kenya University (SEKU). My student registration number is D61/MAC/20487/2014 and I am pursuing a Master of Business Administration in Human Resource Management. Pursuant to the requirements of this course work, I wish to conduct a research entitled, *“Institutional Factors Influencing the Implementation of Human Resource Information Systems in Machakos County Government.”* You have been selected to be one of the participants in this study. I therefore kindly seek your permission to fill the attached questionnaire which will be used entirely for this research while observing utmost confidentiality. Your time, assistance and cooperation will be highly appreciated. It is also important to note that participation is voluntary and that you can withdraw your participation anytime you wish.

Thank you in advance
Yours sincerely

Stella Ndunge Mutiku
Researcher

APPENDIX II: QUESTIONNAIRE

Instructions

- Do not write your name on the questionnaire.
- You are requested to give an explanation or put a tick in the appropriate spaces provided.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender
 - a. Male
 - b. Female
2. Highest Education Level
 - a. Primary
 - b. Secondary
 - c. College
 - d. University
3. Cadres
 - a. Chief officer
 - b. Director
 - c. Deputy director
 - d. Assistant director
 - e. HR department
4. Length of Service?
 - a. 1 – 5 Years
 - b. 6 – 10 Years
 - c. Over 10 Years

SECTION B: LEADERSHIP STYLE AND IMPLEMENTATION OF HRIS

5. Does Leadership style affect implementation of Human Resource Information System the county?
 - a. Yes
 - b. No
 - c. Explain your answer in 5 above

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6. What form of leadership style is used in your organization?

- A) Democratic []
- B) Beauracritic []
- C) Autocratic []
- D) Transformational []
- E) Any other.....

7. The leadership style in the organization encourages the following:-

- a. Team building []
- b. Communication []
- c. Vision implementation []
- d. Other.....

8. To what extent do you agree with the following statements on Leadership that affect the implementation of Human Resource Information System in the county where 5 means Strongly Agree; 4 Agree; 3 Not sure; 2 Disagree and 1 Strongly Disagree.

Statement	5	4	3	2	1
1. The management encourages employee participation in decision making					
2. The management is supportive of the use of new technology in the organization.					
3. New technology is introduced to motivate employees since it makes their work easier.					
4. The management provides guidance to employees when implementing new technology.					
5. The management engages concerned employees to establish challenges experienced or likely to be experienced when introducing new technology.					

9. In which ways would you suggest leadership style to enhance the implementation of HRIS

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SECTION C: STAFF TRAINING AND IMPLEMENTATION OF HRIS

10. Do you think staff training can affect the implementation of Human Resource Information System the county government?

- a. Yes
- b. No
- c. Explain your answer in 10 above

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11. What methods do you use to train your staff?

- a. Technical skills development training
- b. Apprenticeship
- c. On the Job training
- d. Other

12. To what extent do you agree with the following statements on Employee skills that affect the implementation of Human Resource Information System in the county where 5 means Strongly Agree; 4 Agree; 3 Not sure; 2 Disagree and 1 Strongly Disagree.

Statement	5	4	3	2	1
1. The county government employees are well trained on the implementation of HRIS					
2. There is clear training policy in the organization to allow people acquire the needed skills.					
3. The management of the county hires employees with the right kills					
4. Employees with inadequate skills are retrained to					

acquire the required skills					
5. Before the introduction of new technology the county government ensures existing and new employees are appropriately trained					

13. Suggest ways in which managers can improve employee skills to effectively implement HRIS

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SECTION D: CHANGE MANAGEMENT AND IMPLEMENTATION OF HRIS

14. Does the ability to manage change affect the implementation of HRIS in the county?

- a. Yes []
- b. No []
- c. Explain your answer in 14 above

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15. Are you aware of any recent changes in the organization?

- a. Yes []
- b. No []
- c. If yes, how was the change handled? Explain in the space provided below

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16. To what extent do you agree with the following statements on Change management that affect the implementation of Human Resource Information System in the county where 5 means Strongly Agree; 4 Agree; 3 Not sure; 2 Disagree and 1 Strongly Disagree.

Statement	5	4	3	2	1
1. The county government employees are well trained on how to cope with new technology.					
2. Before the introduction of new technology the county government ensures existing and new employees are appropriately trained on change management					
3. The management involves employees in the change management process.					
4. Information on change is effectively communicated to all that are to be affected by the change.					
5. The management is fully supportive of change management programmes					

17. Suggest ways in which managers can manage change in your organization to improve the implementation of HRIS

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SECTION E: ORGANIZATIONAL POLICY AND IMPLEMENTATION OF HRIS

18. Are there policies in the organization?

a. Yes []

b. No []

19. Do the policies of the organization affect the implementation of HRIS in the county?

a. Yes []

b. No []

c. Explain your answer in 19 above

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 20. To what extent do you agree with the following statements on organizational policy that affect the implementation of Human Resource Information System in the county where 5 means Strongly Agree; 4 Agree; 3 Not sure; 2 Disagree and 1 Strongly Disagree.

Statement	5	4	3	2	1
1. There is a clear organizational policy on the implementation of HRIS					
2. The management of my organization adheres to the organizational policy on HRIS					
3. The HR department has aligned its policies to the changes in organizational policy on HRIS					
4. The policy on HRIS is well communicated to all interested parties					
5. The HRIS policy is appropriate to enhance the implementation of HRIS					

21. In what ways do you think organizational policies may be used to improve the implementation of HRIS

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END
THANK YOU

APPENDIX III: ACTIVITY SCHEDULE

Activity/Month	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019
Topic selection and Approval							
Draft proposal presentation							
Incorporation of panel comments and Submission of Proposal final draft							
Data collection and Data analysis							
Preparation of Research Report							
Defense of Research Report							
Incorporation of panel comments and Submission of thesis final draft and publication							

APPENDIX IV: BUDGET

Item Description	Description	Quantity	Unit Price (KSHS)	Cost (KSHS)
Stationery				
Photocopy papers	Reams	5	400.00	2,000.00
Pens	Pieces	5	20.00	100.00
Printing and binding	Pieces	10	2000.00	20,000.00
Subtotal				22,100.00
Cost of internet & Phone airtime	Units		5,000.00	5,000.00
Typesetting	Units	100	30	3,000.00
Travel during data collection	General			20,000.00
Subtotal				28,000.00
Grand Total				50,100.00