

**INFLUENCE OF INSTITUTIONAL DYNAMICS ON THE IMPLEMENTATION
OF THE HUMAN RESOURCE INFORMATION SYSTEM IN ISIOLO COUNTY
GOVERNMENT, KENYA**

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of the Requirement for the Conferment of the Degree of Masters in Business
Administration (Human Resource Management).
Kenya Methodist University**

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DECLARATION AND RECOMMENDATION

Declaration

I declare that this thesis is my original work and has not been presented in any other university for award of any degree.

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Recommendations

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DEDICATION

This thesis is a dedication to my husband Abdullahi Sora and children Adams, Amira,
Zubeir and Hamza.

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ABSTRACT

This study sought to ascertain how institutional dynamics contribute to the execution of the HRIS in Isiolo county government. Specifically, the study sought to determine the influence of leadership style, the relationship between staff training, the influence of change management and the influence of firm policy on the execution of the HRIS in Isiolo county government. The study was guided by four theories which were innovation diffusion theory, Likert Leadership, Instrumental theory and cybernetic theory. It utilized a descriptive research design. A total of 654 employees of the county government of Isiolo were the target population. The study used a sample of 196 respondents. The questionnaire was administered to twenty (20) county employees from the neighboring Meru County before the performance of full-scale research. The study's data was collected using questionnaires. Data was then analyzed through SPSS version 23. The results were presented through inferential statistics such as regression, correlation and descriptive statistics frequencies and percentages. The study found out on leadership style that Isiolo County Government utilized diverse types of leadership styles. This diversity helped ensure that decision making process was not rigid but dynamic and hence for the case of HRIS implementation process could be of advantage. However, the management seemed to be highly sensitive on whom they consulted in the course of operations. On staff training, the study found out that depending on the situation either of the three methods could be used to train the employees. However, the training was poorly done with instances of not being trained at all on the implementation of the HRIS hence negatively impacted on the utilization of HRIS. On change management, the study found out that though change management was necessary to effectively implement HRIS some employees did not feel the need for change management. On organization policy, the study discovered that there were policies in the county government though some employees were not be aware of them. The study recommended that Isiolo county government should create avenues that are meant to expand their circle of consultation to junior staff. The study recommended that the county government should develop various training programs that are meant to equip county staff with the necessary skills. The county board should laisse with an external body that offers professional training to help in training. The management should be more open minded and communicate frequently with the staff on where exactly the county was headed and what was needed to attain its vision and goals.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
HRD	Human Resource Development
HRIS	Human Resource Information System
ICT	Information Communications Technology
KEMU	Kenya Methodist University
MIS	Management Information System

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globally, the globalization and market competition intensity, an opportunity to acquire upper hands through market structure, key situating, and property change were surpassed with time (Su & Wright, 2012). Human assets and the board frameworks became the focal point of corporate pioneers' consideration. Not exclusively were the work costs progressively turning into the fundamental expenses for most firms, yet in addition Human Resource [HR] assumed special and indispensable parts in technique execution (Siengthai & Udomphol, 2016). Globalization, quick innovative progression, the move towards an information-based economy, and a large group of different patterns were changing the essence of the cutting-edge association and significantly affecting the job of the HR office (Teo et al., 2007). A significant advancement inside the HR work was the utilization of data innovation (IT) which prompted the improvement of Personal Computer [PC] based Human Resource Information Systems/frameworks [HRIS] (Noutsu et al., 2017). HRIS was a structure used to obtain, store, control, inspect, recuperate, and proper information concerning an affiliation's HR to help HRM and administrative choices (Johnson et al., 2020). The utilization of human asset data framework was pushed as a chance for human asset experts to become key accomplices with top administration (Mutiku and Misango, 2019). The thought that human asset data framework would permit the human asset capacity, turned out to be more effective and gave better data to be dynamic (Karanja, 2017).

HRM probably drew in, persuaded, and held workers in their jobs, yet the managerial capacities related with this field had consistently been unwieldy and work concentrated (Johnson et al., 2016). The most punctual PC based frameworks created for HRM were frequently used to robotize and uphold finance and other information serious capacities, for example, staff record keeping. Record keeping began as a basic centralized computer framework to robotize finance which contacted all spaces of HRM including enlistment, determination, preparation, and payment (Stone et al., 2015). Of course, these frameworks had significantly improved numerous HRM sub-works and empowered the field to upgrade proficiency, decline authoritative weights, and offered improved assistance to representatives, retired folks, and occupation candidates (Basit et al., 2018). Besides, the approach of the internet and new cloud-based innovations had assisted HRM with accomplishing the basic objectives of drawing in skilled candidates, smoothing out determination measures, working with the utilization of self-administration advances, and permitting associations to convey preparing in distant areas (Johnson et al., 2016). There were five principal reasons why firms could embrace HRIS. They included increasing power by improving HR exercises; made a more significant number and grouping of HR-related reports. Moved to the point of convergence of HR from the treatment of trades to imperative HRM. Additionally, it made representatives part of HRIS and reengineered the whole HR capacity of organizations (Rahman et al., 2016).

Despite the importance of HRIS application in associations, there was a restricted comprehension of fruitful use and result of HRIS in non-industrial nations (Seif, 2015). This had been partly attributed to poor IT planning, unfavorable organizational culture, inflexible culture and resistance to organization change (Seif, 2015). Other

factors that impeded adoption of HRIS as highlighted by Seif (2015) included lack of top management involvement, negative attitude and commitment among the managers and inadequate financing towards adoption of HRIS. All these challenges pointed towards institutional factors. It was apparent, that institutional factors influenced the adoption of HRIS in any organization (Mutiku & Misango, 2019).

Five most critical factors that were cited as being essential for adoption of HRIS in a firm in Bangladesh were: IT framework, top administration support, IT abilities of staff, seen cost, and serious pressing factors (Alam et al., 2016). The main measurement was innovative measurement followed by organizational, human, and ecological among the proposed 4 measurements (Rahman et al., 2016). The selection pace of HRIS in ventures was certifiably not a typical practice since 66% of the associations had never received HRIS use; the significant general denominators for reception and utilization of HRIS to incorporate firm size; association type; and age just as the business to which firms had a place (Nyame & Boateng, 2015).

HRIS helped the HR division in making the HRM cycle less complex, faster, and more affordable so as to benefit from the relationship to advance (Dery et al., 2013). All of these benefits of HRIS could be cultivated absolutely if the structure was gotten or changed in an affiliation unequivocally and even more effectively. Regardless, a couple of challenges were looked by practically every affiliation while executing and accepting the HRIS (Dilu et al., 2017). Obviously, a few variables impacted the HRIS reception including authoritative factors like hierarchical size, the executives' responsibility and culture of the association (Wairiuko et al., 2018). This implied that the drive for adoption of HRIS differed from organization to organization hence the

need to ascertain institutional factors that influenced the execution of the HRIS in Isiolo county government.

1.1.1 Institutional factors

There were various institutional factors, which influenced implementation of HRIS in an organization. For instance, Mutiku and Misango (2019) established that an organization with a clear training policy was likely to allow employees to acquire the needed skills for the implementation of HRIS. Similarly, Makanyenza (2013) who did an examination on the part of preparing in the execution of HRIS in authoritative execution, discovered that HRIS framework processor was imperative in altering and recording work force data. Anyway, there was no adequate preparing on the workers applying it for its presentation to be above average (Tursunbayeva et al., 2017). Tursunbayeva et al. (2017) further noticed that the utilitarian use of the mechanized HR capacity may be misdirecting if the implementer was not all around prepared on its applications. Likewise, (Aldmour et al., 2015) discovered that absence of PC information had been credited to gradualness in applying data innovation to HR offices and that client ability level could be emphatically identified with the change in perspectives toward the worth of human asset data framework (Silva & Lima, 2017).

Another institutional factor that was of importance in the implementation of HRIS in an organization was the leadership style. Though indirectly related to implementation of HRIS, Tummers et al., (2015) found that autocratic leadership discouraged initiative and demotivated employees while democratic leadership and participative leadership styles were critical to technology adoption. Similarly, Steyn (2014) indicated that strong commitment by top management, particularly to innovation, led

to early adoption of technology while lack of top management commitment impeded the implementation of technology in a firm.

Resistance to change was perhaps the best test change supervisors faced, especially when the progressions included the utilization of data innovation (Mutiku & Misango, 2019). This declaration was upheld by Holland and Skarke (2003) who tracked down that, a more comprehensive view on change proposes that both outside and inner pressing factors for change were pertinent. In this way, keeping up change was extreme under any conditions particularly when it identified with individuals and the climate with regards to new innovation (El Dirani et al., 2019).

Organizational policies could also either impede or enhance implementation of HRIS in an organization. As pointed out by Dery et al. (2013) institutional arrangements typically upheld and illuminated standard working strategies in a working environment; advanced productivity; and inspired specialists. Consequently, execution of frameworks depended on the current approaches (Tursunbayeva et al., 2017).

1.1.2 Human resource information system (HRIS)

As shown by Gupta (2013) a human resource information structure was an intersection point of HR and information development through a HR programming plan. It was a thing or online reaction for the information portion and information data needs of the HR, accounts, the bosses, and bookkeeping limits inside a business (Aldmour et al., 2015). The target of HRIS was to combine the different bits of human resource, including money, work proficiency, and benefit the board into a less capital-raised system than the unified workers used to direct activities already. Karanja

(2017) pointed out that HRIS overall enabled a more satisfactorily plan, control and management of HR costs; achieve improved capability and quality in HR dynamic; and improved laborer and managerial effectiveness and reasonability (Kaygusuz et al., 2016).

Generally speaking, a HRIS would brief developments in capability with respect to making decisions in HR. Various authors alluded HRIS with various names, for example, e-HRM, HR intranet, electronic HR; PC based human asset the executives' frameworks, virtual HR and HR entries. Thus, this examination based HRIS as all unique sort of data framework endeavors in asset planning utilized or supporting the HRM cycle.

As study in Bangladesh indicated that the major challenge in implementation of HRIS was high cost of procuring the system as well as lack of support by top management (Rahman et al., 2016). However, it was noted that the system was as efficient as it reduced many wastages by enhancing speed of HR operations and it reduced duplication of work. A study by Dery et al. (2013) noted that despite the advantages of HRIS to organizations it could minimize the role of HR specialist whose traditional work was taken up by the system. Nagendra and Deshpande (2014) found out that (HRIS) implementation had an advantage to organizations efficiency and effectiveness; streamlines training needs and facilitated succession planning. Dery et al. (2013) found the need for HRIS strategy and HR strategy to be integrated as business functions in order to create effective HR planning.

1.1.3 Importance and functions of HRIS

With the changing HR functions, every organization had a goal of positioning itself to counter environmental factors in order to remain competitive. County government notwithstanding, needed to provide quality essential services to the tax payers in faster and quality way (Karanja, 2017b). According to Noutsu et al. (2017), an integrated HRIS was able to perform many HR functions including, capability library, enlistment, execution the board, audit, preparing, and progression. Other HR frameworks accessible could uphold the whole HR measure from enlistment to end (Tursunbayeva et al., 2017). The frameworks enabled planning and program advancement; diminished authoritative and HR expenses; and precision of data and upgraded correspondence at all levels. This in turn increased competitive value to the organization (Wairiuko et al., 2018).

HRIS performed a number of functions that included identification of possible workers, keeping up representative records and making projects to foster representatives' ability (Moussa & El Arbi, 2020). It further enhanced the functions of payroll benefits delivery and pensions. This enhanced efficiency and reduced duplication of work. Additionally the system carried out salary forecast, workforce planning, staffing compensation and employee relations (Sharma, 2013). Most interestingly resumes sent online were filtered by checking key words for specific competencies skills and knowledge required for the job thus reducing a lot of manual work (Wang et al., 2015). Further HRIS was very effective in time management by enhancing faster decision-making planning and administration of HR duties.

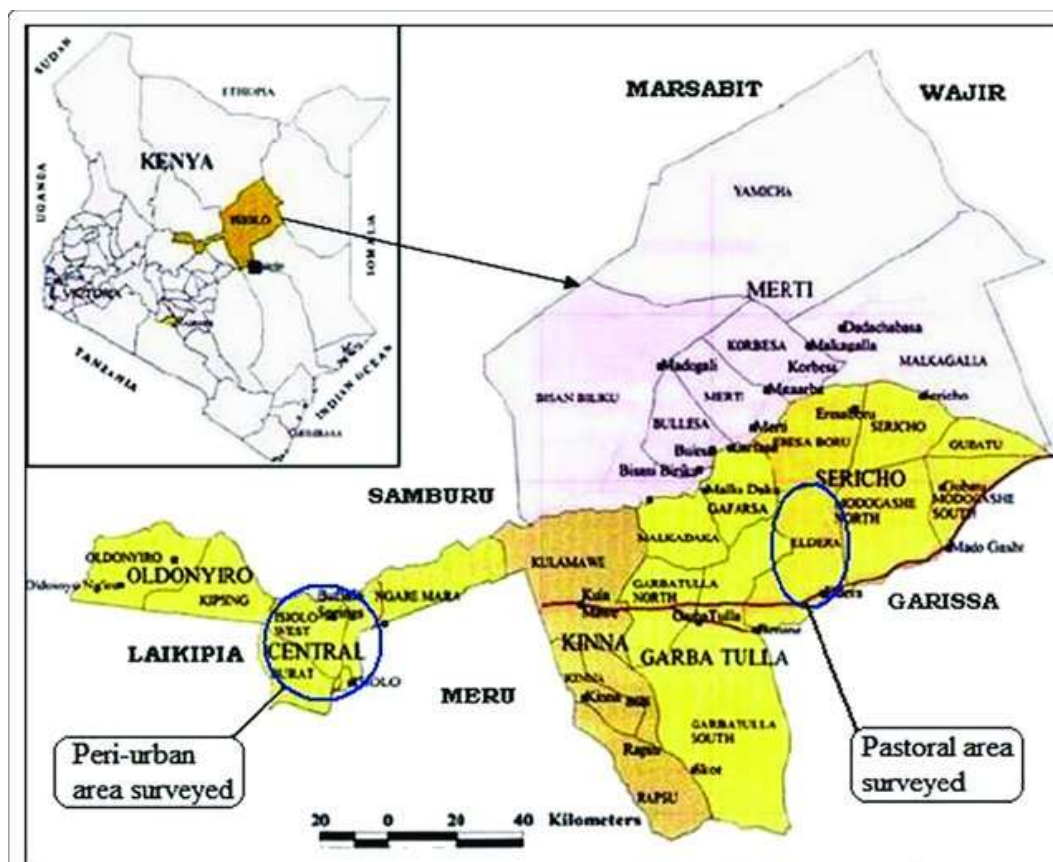
1.1.5 Isiolo County

Isiolo County bordered Marsabit to the North, Samburu to west, Mandera, Wajir and Garissa to East, Tana River, Isiolo and Laikipia to South (Constitution and Reform Education Consortium, 2012). The county had a mean annual average temperature between 120C to 280C. The county comprised of the following ethnic key communities Borana, Samburu, Turkana, Somali and Isiolo (Constitution and Reform Education Consortium, 2012). The population of Isiolo County was 0.37% of the Kenyan population with 51% male and 49% female. It has an annual population growth rate of 1.45% (Commission on Revenue Allocation, 2012).

Isiolo county map

Figure 1.1

A map showing boundaries of Isiolo County.



1.2 Statement of the Problem

Since the proclamation of the Constitution in 2010, County governments acquired an enormous number of staff from the districts. The provinces had kept on battling with swollen labor force because of absence of human asset arranging, extremely tremendous compensation charges that blocked improvement because of presence of phantom specialists. This was partly due to lack of a well-defined HRIS which contributed to helpless record keeping, deferred individual information total, helpless ability of the board and helpless staff documents. Consequently, this could contribute to reduced efficiency and quality service delivery in the county governments.

HRM interacted with huge number of employees that had different type of knowledge, skills, abilities, and behaviors. Thus, it was very essential to have a system that surrounded all these data taking into consideration the Management Information System [MIS] issues since it hosted all the data flows in any company. HRIS empowered association to enter information, follow and examine data identified with workers like compensation, examinations, participation preparing and improvement finance the board and bookkeeping. Nonetheless, implementation of HRIS could be derailed or enhanced by existing employee skills (Karanja, 2017), leadership style (NawoseIng'ollan & Russel, 2017) staff training, change management and organizational policy (Mutiku & Misango, 2019). However, there are limited studies done in relation to employee skills, leadership style, staff training, change management and organization policy specifically in Isiolo county government. Wairiuko et al., (2018) study found out that HR capability strongly influenced the uptake of E-government in Kajiado County. Studying e-readiness was important

since it was the determinant of resistance to change, employee training and perception of HRIS as well as the county governments policy. This study therefore sought to fill this literature gap by studying influence of institutional dynamics on the execution of the HRIS in Isiolo county government, Kenya.

1.3 The general Objective of the study

The purpose of this study was to ascertain how institutional factors contributed to the implementation of the human resource information system in Isiolo county government.

1.4 Objectives of the study

The following specific objectives guided this study:

- i To determine the influence of leadership style on the implementation of the human resource information system in Isiolo county government.
- ii To ascertain the relationship between staff training on the implementation of the human resource information system in Isiolo county government.
- iii To establish the influence of change management on the implementation of the human resource information system in Isiolo county government.
- iv To evaluate the influence of organizational policy on the implementation of the human resource information system in Isiolo county government.

1.5 Research Hypothesis

- i H₀1: There was no statistically significant relationship between leadership style and the implementation of the human resource information system in Isiolo county government.

- ii H₀2: There was no statistically significant relationship between staff training and implementation of human resource information system in Isiolo county government.
- iii H₀3: There was no statistically significant relationship between change management and implementation of the human resource information system in Isiolo county government.
- iv H₀4: There was no statistically significant relationship between organizational policy and implementation of the human resource information system in Isiolo county government.

1.6 Justification of the study

The study would be beneficial to the Isiolo county government executives and employees and to researchers. The Isiolo county government executives would benefit from the study by using the study findings to implement HRIS. The employees would also benefit from the research if the county government used the study findings to initiate implementation of the HRIS to motivate its employees for higher performance. To the researchers, the study findings would form a basis for further research in related areas. The national government would also use the study findings to initiate policy directions that would result into an improved execution of the HRIS in the country.

1.7 Scope of the study

The research was confined in Isiolo county employees. The county was chosen due to its specific challenges that were unique to the county. The study examined how institutional factors contributed to the implementation of the human resource

information system in Isiolo county government. The institutional factors were leadership style, staff training, change management, and organizational policy. The study did not evaluate other factors such as employee loyalty and employee motivation.

1.8 Limitations of the study

The people that were considered as laggards of technology or who were against implementation of HRIS in the county ignored to participate in the study. Informing them of the importance of participating influenced them to give their positive, truthful and honest responses for the success of this study.

Additionally, some of the employees at the county government feared to participate in this study due to providing information that they thought was very private to them or even to the county government.

1.9 Delimitation of the study

The respondents were assured of the benefit that the study on implementation of HRIS would have to the county government of Isiolo and therefore their willingness to participate without any bias. The respondents were assured of confidentiality and security of their sensitive information thus making their voluntary participation and information worthwhile to the study. However, this limitation was overcome by first getting informed consent to participate as well as assuring respondents of privacy, security and confidentiality. In addition, the study assured them that the data will be used for academic purposes only and not any other way that could jeopardize their careers.

1.10 Assumptions of the study

The research assumed that the information provided by the respondents was true and honest to ensure validity of the results and findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gave theoretical framework and empirical review of literature. It also provided the conceptual framework that guided this study. The chapter comprised of leadership style and execution of the HRIS; change management and implementation of the HRIS; training and the implementation of the HRIS; and organizational policy.

2.2 Theoretical framework

This study was based on innovation diffusion theory, Likert leadership, instrumental theory and cybernetic theory.

2.2.1 Innovation diffusion theory

Diffusion of innovation theory was developed by Rodgers (1921). The theory asserted that new technological innovations gain acceptance with time. The users of the new technology must be persuaded of its usefulness and benefits it brings to the organization before they could adopt it (Tursunbayeva et al., 2017). Therefore, the new technology takes time to be embraced after it has passed through convincing people, decision-making implementation and confirmation. According to Mutiku and Misango, 2019 the theory was used in introduction of new technologies in an organization considering that people came from different social frameworks. Muathe (2010) noted that in order for people to adopt the technology they must first understand it, be dedicated to its use and affirm that their willingness.

He further noted that when an innovation was introduced there were usually the trendsetters, early adopters, late users and laggards thus making an S shaped arch of usage. However, Sharma (2013) disapproved the theory by noting a disconnect

between the diffusion criticized the connection between diffusion, noting that knowledge acquisition and awareness of the firm are of importance. Thus, before introducing complicated IT systems, the staff must be trained to create awareness. Dery et al. (2013) noted the need to pilot the new technology to test its performance before it was accepted. In addition, Piloting enabled people to put the technology into practical use before it was actually introduced. This was said to help especially the laggards who learnt the technology after it had been extensively used by others. This underpinned the theory of training the county government staff before introducing the HRIS. It also explained the need for change management since once a new system was introduced, the employees could first reject it until they were well trained on its usage.

Compatibility was critical on account of HRMIS since its appropriation was influenced by the presence of organization angles (Church & Gandal, 2003). Steering gave a chance to evaluate another innovation prior to placing it into genuine use. This was pertinent to the early adopters since they depended on accessible data dissimilar to the slouches who learnt later when innovation had been generally used (Rahman et al., 2016). Similarly, the Isiolo county government also presented a normal distribution curve where some employees were early adopters, and most of them centered on the mean and a few other laggards. Therefore, this theory was found essential to this study since the introduction of HRIS, people perception of its usefulness, perceived ease of use, and perceived applicability to their context must be dealt with. There was need to train the county HR staff on the use of HRIS in order to enhance its use. Therefore, the theory underpinned the need for training and change management in-order to enhance acceptance of the new technology.

2.2.2 Likert Leadership Theory

Likert propounded this hypothesis. As per Likert (1967) fundamental styles utilized in ordering task direction and worker direction were consolidated to foster Likert's model of initiative adequacy. In view of this model, there were four potential authority frameworks. In particular: exploitative and definitive, benevolent and legitimate, consultative and participative (Nwokorie & Okechukwu, 2014). As for the manipulative and legitimate situation, the subordinates did the undertakings while director settled on all business-related choice. Directors were in general set unbending norm and techniques for the subordinates to work with (Wang et al., 2015). Takeoff from these norms and strategies by subordinates drew in dangers and disciplines from the boss. The supervisors endowed little trust in their subordinates and consequently, the subordinates dread their bosses and felt that they were mediocre or unique in relation to them (Pasamar et al., 2019).

Charitable and genuine organization style worked with the boss in control and gave orders. The subordinates were given some level of flexibility in managing their job, regardless, inside unequivocal cutoff focuses and method. The third structure was the consultative style (Mutiku & Misango, 2019). The main put out targets and centered after due meet with the subordinates. Regardless of the way that subordinates could take their own decisions on the most capable strategy to move toward their work, in any case, more raised level chiefs dealt with significant choices (Kyalo et al., 2018). Risk and discipline were replaced by compensations as an instrument of prodding subordinates. In this style, subordinates were permitted to look at business related issues with their chiefs. In this manner the bosses acknowledged that for the most part

their subordinates could be trusted to manage job with unimportant oversight and remedy (NawoseIng'ollan & Roussel, 2017).

Participative style was the last and most kept up with position style by Likert. Objections and targets were set, while the social gathering settled on business related choices (Wang et al., 2015). This was done in the wake of joining the considerations and musings of all friendly event individuals. Therefore, put out targets and choices couldn't be maintained on precious or individual grounds. Laborers were propelled with cash related prizes and a self-appreciation worth and significance. This style held satisfying support among supervisors and subordinates. Convincingly, Likert's assessments showed that trailblazers in legitimate divisions used the first and second styles of drive referred to with low efficiency (Karanja, 2017). High conveying divisions in an alliance were those overseen through consultative and participative association style. Considering every one of these, Likert inferred that framework IV of force was the most ideal sort of association in every way that really matters, all work conditions. Notwithstanding, different specialists, who were of the assessment that no position style fitted all conditions, clashed with this check (NawoseIng'ollan & Roussel, 2017). The theory was critiqued since no one form of leadership style could fit a specific organization. For instance, leadership style used at county government to manage employees was different from one used in private corporate institutions. Leadership style was dependent on the environment as well as circumstance or situation being dealt with. Therefore, the theory failed to give specific leadership styles that needed to be used in different situations. This theory underpinned the objective of leadership style and how it influenced implementation of HRIS. This theory was applied to this study since style of leadership used largely affected the

implementation of HRIS in Isiolo County. Participative and consultative form of leadership encouraged the employees to adopt and own the system, which eased its adoption within the county governments.

2.2.3 Cybernetic Theory

This model was applied to HRM practices to produce elective projects that could oversee and decrease turnover in associations. The computerized framework had two general obligations to be specific ability the board and conduct the executives (Wright & McMahan, 2006). Behavior management underpinned the objective of change management among the employees. The employees of the County government of Isiolo found it hard to accept new technical changes with the introduction of the new system. The theory however, indicated the need for behavior management in order to enhance acceptability of the system. Change management was therefore incorporate behavior change management. Competence management procedures guaranteed that the association had the necessary abilities through preparing and determination and that the association used abilities that were fundamental for the business methodology (Dilu et al., 2017). An ability maintenance procedure targeted holding different skills through preparing and lessening turnover. Capability relocation guaranteed the skills that were not required in the hierarchical procedure were wiped out (Silva & Lima, 2017).

Then again, social administration was worried about accomplishing conduct control and social coordination with the goal that people in the associations act in manners were strong of the hierarchical methodology (Wright & McMahan, 2006). This theory underpinned the organizational policy objective. The organizational policy supported employee training and also was flexible enough to allow changes and management of

change. Further, this hypothesis traced the advantages of preparing of workers to fit the expected set of responsibilities and necessities accordingly upgrading representative execution. It additionally stressed the requirement for human asset planning that was centered around drawing in and holding labor force with the imperative information, abilities and skills (Kaygusuz et al., 2016). With introduction of HRIS, there was need for high tech survey HR experts to run the system. Therefore, it was important to carry out need assessments in order to ascertain the competencies that were necessary and those that were not necessary to ensure training provided was effective.

2.2.4 Instrumental Theory

Instrumental theory was created by Mary Tiles' and Hans Oberdiek's (1991) in regards to the information and creativity created at Intel and in Silicon Valley since the 1990s. The hypothesis depicted innovation as impartial and PCs as unbiased devices. The hypothesis saw innovation as not innately fortunate or unfortunate, but rather as a device to be utilized to the social closures wanted by the organization or individual in charge. It depended on the sound judgment thought that advances were instruments standing prepared to fill the need of their clients. In the case of Isiolo County Government, the adoption of HRIS system could stem problems related to human resource management in terms of numbers of employees, skills analysis and deployment of employees in areas that need workforce most. Thus, the deployment of HRIS would not depend on the computers and software therein but rather on the people that utilized them. As argued by instrumental theory, failure to adopt an essential technology came at a cost of reduced efficiency (Feenberg, 1991). Thus,

leadership style, competency of staff in terms of training, the level change resistance and the prevailing policies influenced whether HRIS could be implemented.

2.2 Empirical Review

This part provided evaluation of past studies on the main variables of the study.

2.3.1 Leadership style and implementation of the Human Resource Information system

Kyalo et al. (2018) observed that, bad leadership birthed low morale among the employees (Rahbi et al., 2017). Leadership styles could be viewed as to provide harmony of goals and objectives thus influencing unit of purpose and direction in an organization (Akpapere et al., 2019). The study by Wang et al. (2015) noted that transformational leadership had the strongest correlation with integration of HMIS. This implied that for integration to take place quickly the health system managers would adopt to transformational leadership style. Jangsiriwattana (2019) noted that transformational leaderships occurred when management tried to elevate the interests of employees and encouraged them to have a broader view of leadership than their self-interests.

A study done by Wang et al. (2015) revealed that transformational kind of leadership was positively linked to individual follower performance and so were performance of teams at organizational level. Further, Charismatic leadership was viewed as the most successful form of leadership style, since leaders were tasked with development of the vision (Cicero & Pierro, 2007). This kind of leadership created window for innovation and creativity hence considered a motivational driver for employees.

Le Blanc et al. (2020) noted a significant positive relationship between team movement and innovation with charismatic behavior. However, the study did not clearly

explain how this direct relationship worked in large teams across specific time dimensions. Ebrahimi et al. (2016) noted that transactional type of leadership was beneficial to the organizational performance, in that it helped human abilities to be maximized since employees performance was noticeable due to the expectation of the real reward. Aboramadan and Dahleez (2020) also indicated that this style of leadership discouraged innovation and creativity among employees. According to Hussain et al. (2017), transactional leadership could increase exploitation of workers which increased innovation and expansion of skills therefore leading to growth in knowledge base of the employer.

According to NawoseIng'ollan and Roussel (2017), the affiliative pioneers impacted the exhibition of representatives since they permitted representatives work in way that was acceptable, fostered trust on them and permitted them to be inventive. This pioneer was a receptive approach where representatives with deference were urged to follow set down methods to keep up the required guidelines yet in addition attempted groundbreaking thoughts also. The representatives settled on their choices and carried out them. Onyeonoro and Nwokorie (2016) explored the effect of administration style on powerful HR the board and usefulness in accommodation associations and utilized survey as instrument of essential information assortment. Tables and test rates were utilized in information show. The investigation uncovered that there was a huge impact of administration style that ought to improve the usage of HR and that the practices of pioneers significantly affect the usefulness record of cordiality associations. The investigation came to an end result that successful authority style helped corporate benefit and development while absence of viable initiative and

enterprise could cause misfortune in 60 minutes. However, the study did not ascertain the influence of leadership style on the implementation of HRIS.

Juma (2018) tried to set up the impact of HRIS on representative responsibility in aluminum and steel fabricating enterprises in Nairobi. A clear plan was taken on and self-managed surveys utilized as devices for information assortment. The examination designated representatives in aluminum and steel producing businesses in Nairobi utilized on long-lasting premise. Out of 37 aluminum and steel fabricating organizations in Nairobi, the exploration depended on eight organizations. An example of 92 was gotten for the review from the eight organizations and just 62 respondents had the option to present their outcomes for the review. Clear insights were utilized to investigate the information. This included mean and standard deviation. A solitary relapse model was utilized to test the degree of impact of HRIS on representative responsibility. After investigation of the information acquired from the review, there was no critical impact of HRIS on worker responsibility in aluminum and steel fabricating businesses in Nairobi. The ventures had not accepted the utilization of HRIS generally subsequently making it difficult to dissect the impact of the framework on worker responsibility. The review suggested that top administration at aluminum and steel fabricating ventures should accept the utilization of HRIS in their organizations to build proficiency; advance human asset arranging and improvement; just as further develop execution and responsibility. This suggested that initiative was fundamental for the execution of HRIS (Juma, 2018).

Mutiku (2019) sought to explore the influence of leadership style on the implementation of HRIS in Machakos County. The investigation utilized illustrative examination plan and information was gathered utilizing polls. The examination

designated 174 representatives of Machakos County and an example of 88 investigation members was haphazardly chosen. The information was broken down utilizing quantitative information examination methods with the guide of SPSS adaptation 21. Relationship and relapse were done to decide the impact of the free factors on the reliant variable. Results were introduced in tables. The outcomes showed a P-worth of 0.038 suggesting that execution of HRIS has a huge joint relationship with authority style.

Basitet al. (2018) researched the impact of hierarchical elements on management information system [MIS] achievement. Review surveys were accumulated from 132 respondents. Seven things were distinguished to impact MIS achievement and they included MIS office structure, top administration support, the executives' style, administrative IT information, objective arrangement, assets portion and MIS infrastructure (Basitet al., 2018). The examination tracked down that the MIS achievement factors were essentially and profoundly connected. Different relapse investigations additionally discovered objective arrangement as the most noteworthy indicator of MIS achievement, trailed by MIS division structure, MIS framework and the executives' style (Moussa & El Arbi, 2020).

Otieno et al. (2020) hoped to set up the imagined by drive style in the fuse of prosperity the leaders information structures (IHMIS). Three systems of organization styles were attempted to see what they meant for blend of HMIS; Lassiez-faire, Transactional and Transformational. A blended method research setup was used. A model size of 288 members depicted in three levels of clinical consideration (level 1, 2, and 3) were picked to participate in this assessment. The members fused the in-charges, prosperity records and information authorities and sub-region and locale

prosperity administrative teams' people. A survey and a key source talk with direct were used to accumulate fundamental data. The study was separating using SPSS and the key witness meet using content examination. By and large Laissez-faire organization style was found to control in the prosperity region in Kenya, with a few chiefs practicing conditional initiative style. Free undertaking organization style was at any rate found to have a negative and none immense effect in the fuse of HMIS, ($r=.121$, $P=.060$), this kind of power accepted the piece of isolating the information systems. Restrictive organization style was unobtrusively basic ($r=.478^{**}$, $P=.000$), its work was in the center separating HMIS and coordinating them at the same time. Noteworthy organization style was extremely basic in the mix of HMIS ($r=.765^{**}$, $P=.000$), this sort of drive style portrayed a positive and tremendous occupation in planning HMIS (Otieno et al., 2020).

El Dirani (2019) tried to decide the impact of administration and control on the execution of accounting information systems in the financial and asset management. The examination was exploratory examination with quantitative strategies. The inspecting method used was registration, so the example was 18 representatives. The examination utilized Smartpls 2.0 M3. The after effects of the investigation demonstrated that administration influences the execution of Accounting Information Systems in the Financial and Asset Management.

Fitriati and Mulyani (2015) analyzed the impact of initiative style on bookkeeping data framework achievement and its effect on bookkeeping data quality. The outcomes showed that the more grounded administration style inside the association would upgrade bookkeeping data framework achievement. Bookkeeping data frameworks was emphatically connected with the utilization of data innovation. To

plan and carry out bookkeeping data frameworks in associations required solid initiative in affecting and coordinating the association's individuals (Mutiku & Misango, 2019).

The leadership style is basic to HRIS execution. Notwithstanding verbal help, top administration needed to exhibit their trust in HRIS by specifically using the framework. Incessant individual HRIS use could bring about adequate assets and an expanded pressing factor for HRIS achievement. Administration style helped with distinguishing project drives, needs, just as filling in as an undertaking supporter to other upper-level administrators inside the organization (Basit et al., 2018). At the point when the execution cycle began, by then the board's work was to enough assist with disposing of obstacles; help to secure concurrence on key decisions, and work towards supporting the gathering meet key assumptions all through the execution cooperation. This end consented to Cicero and Pierro (2007) who presumed that absolutist administration debilitates drive and demotivated representatives like execution of HRIS (Moussa & El Arbi, 2020).

Vote based initiative was participative in nature and could prompt a straight forwardness in execution of HRIS with diminished protection from change while groundbreaking authority is the best for the execution of HRIS. As closed by Steyn (2014) in number responsibility by top administration, especially to advancement, it prompted early reception of innovation. Nonappearance of top organization obligation impeded the execution of HRIS. Given the huge occupation of significant level bosses in affiliations, it wasn't astounding that top organization support had been perhaps the most comprehensively analyzed progressive factors in a couple of HRIS gathering considers (Basit et al., 2018).

2.3.2 Change management and implementation of the Human Resource Information System

Mutiku and Misango (2019) noted that change management was a deliberate way to deal with oversee managing change, both according to the viewpoint of a connection and on the singular level. A fairly questionable term, change the pioneers had in any event three specific points of view, including: adjusting to change, controlling change, and impacting change. A proactive strategy to oversee regulating change was at the point of convergence of all of the three perspectives (Harvey, 2016). For an association, change the bosses derives portraying and doing strategies and advances to supervise changes in the business climate and to benefit with creating openings. Assurance from change was presumably the best test change heads face, particularly when the movements incorporated the usage of information development. The representatives of the district were not ready to deal with the change that could come due to executing the HRIS (Majeed & Özyer, 2016a). This made them protection from change, as they couldn't utilize the framework. The HR office required more assets as to execute the framework. Keeping up with change the board was intense under any conditions particularly that which related straightforwardly to individuals and the climate (Dery et al., 2019).

As indicated by Harvey (2016) the guideline to successful change the board was to fabricate mindfulness through correspondence. Correspondence would assist the workers with understanding the purposes behind the change, the impacts of the change and the job they played during the change interaction. All things considered, it was basic for the supervisors to design the correspondence via cautiously dissecting the crowds, the idea of the message and the circumstance of the messages to have

better effect. For example, a legitimate model by Leavitt fused people, development, tasks and advancement the leaders (Dery et al., 2009; Majeed & Ozyer, 2016). Jangsiriwattana (2019) examination on feasible change the board battled that amazing change required a system by the chiefs, as the situation to change a connection in all of the divisions that it went through couldn't be gone on through a storage space based association structure. Development of stowed away change through the presentation of new frameworks, measures, individuals, thing and association progress and the formation of new business regions, providers, clients and contenders. In addition, conduct change inciting another accentuation, new culture and values, and changed necessities for every individual affected by the fundamental change. Mutiku and Misango (2019) noticed that the directors and heads of the association had the obligation of the change supervisory group to include every one of the partners from the start to acquire their help in the presentation of the HRIS. Likewise, change the executives required preparing of the workers and the supervisors answerable for the change. The preparation ought to be founded on the preparation needs distinguished and the preparation technique of the HR office. They ought to be prepared on the best way to utilize the HRIS and strategies to be followed when serving clients.

Sharma (2013) explored how HRIS could be executed adequately in the associations with less or no protection from change. It was discovered that opposition should be perceived and analyzed obviously by the line heads or HR tops of the association. When the connection was set up that the opposition and irritation existed because of imaginative framework, the management should take few remedial actions. The study suggested that change leaders needed to be identified or hired to deliver the change. People who resisted the change needed to be identified and helped to see what was

needed. The resistance to HRIS colleague needed to be dissected to the very root level and thereafter with an incredibly mindful and positive mediation the change ought to be introduced by the line administrators or the change chiefs.

Moussa and Arbi (2020) utilized mental exploration strategies joined with project the board procedures to educate HRIS execution philosophy. The exploration showed that a basic segment for the accomplishment of the execution of new HRIS frameworks was to comprehend the staff gatherings' specific requirements, concerns and conclusions. The investigation demonstrated that line chiefs' trust in innovation, insights about their chief's help and change administration capacities and the degree of occupation fulfillment clarified 51.7 percent of the difference in perspectives towards novel thoughts. Trust in innovation had a huge positive relationship with perspectives towards new ideas (Majeed & Özyer, 2016a). This finding demonstrated that line supervisors who felt sure about working with innovation had uplifting outlooks towards groundbreaking thoughts. Where line supervisors saw that the pioneer had strong staff and the progressions expected to execute the new data framework, there was a critical positive relationship with perspectives towards novel thoughts. The degree of occupation fulfillment had a critical positive relationship with mentalities towards groundbreaking thoughts. This implied that line supervisors with significant degrees of occupation fulfillment had inspirational perspectives towards groundbreaking thoughts and advancement (Hejase, 2021).

Mohapatra and Patnaik (2021) talked about supportability of a generally distributed execution structure, which would help in accomplishing partners' targets. The structure was discovered to be practical for little associations where worker strength was under 2,000. Be that as it may, in huge associations, traversing across

topographies, it got hard to carry out HRIS applications and commonly such executions had not been effective on account of absence of partners' inclusion, end client's acknowledgment of highlights of the application, non-arrangement of business objectives with functionalities of human asset data frameworks and non-responsibility from senior management (Majeed & Özyer, 2016).

Hejase, (2021) developed a structure for fruitful execution of HRIS that would help in adjusting business objectives to partners' destinations. As one of the partners, workers were keys to the achievement of association. By overseeing workers, adequately and appropriately redesigning their abilities will bring about expanded aggregate execution at association level (Basit et al., 2018). With approach innovation, mechanization of business measures identified with representatives have accomplished higher usefulness and improved work process. Business exhibitions had improved significantly and overseeing huge ability pools has been effective (Hejase, 2021). This was conceivable generally through robotized work process inserted in HRIS items. Dull works, everyday works, monotonous and tedious positions, endorsement occupations with time bound cycle have been robotized and finished through HRIS. The framework not exclusively did this productively, it likewise did the endorsement occupations with time bound cycle that improved worker resolve and occupation fulfillment. The investigation showed that there had been colossal expansion in efficiency by successful execution of the framework (Majeed & Ozyer, 2016).

2.3.3 Training and the implementation of the Human Resource Information System

Midiwo (2016) sought to assess the degrees of situation control of human resource limits like enrollment and decision; getting ready and headway; money and execution the board to choose. The basic suspicion of this exploration study was to foster an attention to the ramifications of impact of human asset data frameworks on the exhibition of Kenyan state funded colleges. The discoveries demonstrated that HRIS application on enlistment and determination, preparing and improvement, finance and execution the board in total give quality, exact and reliable information that empowered compelling and productive dynamic for authoritative upper hand, while absence of monetary help and helpless PC capability hindered the successful utilization of human asset data frameworks.

Kibede (2017) concentrated in Ethiopian Health division tracked down that the HR employee's degree of status for HRIS execution in this investigation was 35.8%. Representative's Internet access (AOR = 2.59, 95%CI = 1.19, 5.62), accessibility of independent HR area (AOR = 8.08, 95%CI = 3.69, 17.70), fundamental PC abilities (AOR = 6.74, 95%CI = 2.75, 16.56), and dread of joblessness (AOR = 2.83, 95%CI = 1.27, 6.32) were related with status of HRIS execution. Poor calculated stockpile, absence of ability, helpless responsibility, and deficiency of money were the challenges of HRIS implementation (Karikari et al., 2015).

Mutiku & Misango (2019) preparing has an imperative assignment to do in passing on compelling executions, as the way wherein people were familiar with any new structure and how they sort out some way to use it may be the guideline contact they had with the program. Passing on setting up that related with individuals, persuaded

them to recognize change and upheld improvement was the key. Tutoring should be a need from the beginning of the dare so much that cash and time ought to be spent on different sorts of direction and preparing. Getting ready, re-skilling and capable headway of the workforce is fundamental. PC abilities preparing for important representatives will help accomplish ideal human asset data framework adequacy (Ahmad et al., 2014).

The examination by Wairiuko et al. (2018) The investigation tracked down that human asset limit impacted appropriation of E-government ($r= 0.595$, $p\text{-value}=0.000$). The investigation inferred that human asset limit impacts the appropriation of E-government in the County Government of Kajiado. Then again, Dilu et al. (2017) looked to evaluate the availability for HRIS execution, recognize related factors, and investigate the execution challenges in open medical clinics and wellbeing divisions of the Amhara National Regional State, Ethiopia. A foundation based cross-sectional examination enhanced with a subjective report was led in 19 public emergency clinics and wellbeing divisions of the Amhara National Regional State, Ethiopia. A self-controlled survey was utilized to gather the information.

Distinct measurements and bivariate and multivariable strategic relapse examinations were performed (Ferdous et al., 2015). Chances proportions with 95% certainty span were processed to recognize the variables measurably connected with availability of HRIS execution. Inside and out meetings and perception agendas were utilized to gather subjective information. Topical substance examination was utilized to dissect the subjective information. The HR worker's degree of status for HRIS execution was 35.8%. The investigation discovered that poor strategic inventory, absence of ability, helpless responsibility, and deficiency of account were the difficulties of HRIS

execution. The investigation additionally demonstrated that methodologies focusing to improve abilities, mindfulness, and mentality of HR workers would work with the execution process (Misango, 2017).

Seif (2015) tried to decide the difficulties looked in the selection of HRIS. The investigation utilized an unmistakable examination configuration approach. They discovered that firm attributes and HRIS appropriation demonstrated that IT arranging was a vital factor to be considered in HRIS selection. The investigation presumed that authoritative attributes, HR inclusion and top administration support incredibly influenced selection of human asset data framework. Ferdous et al. (2015) tried to decide the job of human asset data frameworks on association execution in financial industry in Kenya. The investigation utilized a reason inspecting to choose one participant (HR Manager) from each organization. The examination tested 41 participants. Self-directed surveys were conveyed among examined respondents (Ferdous et al., 2015). A substance investigation and enlightening examination was utilized. Spellbinding measurements was utilized to help in information investigation. Inferential insights relapse was done to decide the part of human asset data frameworks on execution of business banks in Kenya. The investigation found that selecting data frameworks impact execution of business banks in Kenya. The investigation likewise settled that preparation and advancement data framework impacts execution of business banks (Ahmad et al., 2014).

Kananu and Nyakego (2016) inspected the difficulties and methodologies in the execution of human asset data frameworks in Kenyan colleges. They focused-on populace for the investigation was 88 and was drawn from branches of HR, ICT and Finance from the two Universities. The specialist utilized polls and a meeting

timetable to gather information from the respondents. Gathered information was examined illustratively and introduced through tables. It was set up that there were difficulties in the utilization of HRIS as most workers opposed the changeover from the manual framework to the mechanized framework. Absence of gifted staff, significant expense of setting up and keeping a HRIS and protection from change of the hierarchical culture were different difficulties stated (Hejase, 2021). To adequately execute HRIS, the respondents thought that there ought to be activation of assets needed to set up HRIS. Acquisition of a reasonable HRIS programming, the association should zero in on their objectives and goals to improve utilization and HRIS execution, enrollment of prepared and qualified HRIS staff and consistent in-house preparing for existing staff on HRIS execution (Mutiku & Misango, 2019). Staff preparing and improvement are measures that endeavor to furnish a worker with data, abilities and a comprehension of the association and its objectives.

Preparing assumes an exceptionally basic part in execution of any new framework not just HRIS. Spending support for framework advancement, ceaseless preparing and participation of HR office and line directors ought to accordingly be set up and impending (Makanyenza et al., 2013). Correspondence among heads and delegates ought to be enabled. Real correspondence from top organization to focus organization and to junior staff is key in further developing HRIS execution. Utilizing the HRIS framework, representatives' association wide can convey all the more successfully with the executives, acquire admittance to organization data for individual progression, for example, work accessibility and other profession openings, and check fundamental information to guarantee their own privileges.

This end concurs with the finish of Dery et al. (2019) who completed an investigation on challenges confronting the execution of HRIS in agricultural nations. Inferred that, anyway executing another framework can emphatically influence a business, there is need to give an establishment to advancement and improvement. Getting ready has an indispensable undertaking to complete in passing on productive executions, as the way wherein people are familiar with any new structure and how they sort out some way to use it very well may be the standard contact they have with the program (Karikari et al., 2015).

Karikari and Boateng (2015) learned about HRIS and the job it played during the time spent workers exercised. This examination did interviews around there (Ghana) for two chiefs in HRIS in the cordiality area to recognize the commitment, challenges and the advantages of HRIS. It was found that the framework assumed a significant part in breaking down assignments in each position in the division. In the event that for example the work title in the firm, places that were empty was likewise recognized, it gave more data on preparing holes and staff who required up skilling, fast choices were made about progression arranging and key representative were distinguished and prepared in great time (Majeed & Özyer, 2016a). The finish of the investigation was that HRIS assumed a vital part in overseeing human asset. Mix of HRMIS along with different frameworks in the associations improves the speed wherein data is shared and helps in settling on fast choices in associations.

Katou and Budhwar (2015) contemplated the effect of preparing approaches of human asset the executives comparable to the presentation of associations who are in the assembling business. This article examined whether there is any effect on execution of the association in the assembling area from human asset the board (HRM) preparing

approaches. The exploration test was on a modest number that addressed every one of the organizations. The unreasonable model of HRM embraced, directed the exploration study. Exploration discoveries showed the model got extraordinary help, which demonstrated that hierarchical execution while utilizing HRMI frameworks was emphatically identified with the preparation, advancement, motivations, HRM enlistment strategies, representative advantages, worker inclusion, and wellbeing and security states of representatives. Schuler (2018) considered and zeroed in on the movement and unfolding cases in Human Resource Management; Introduction of worldwide and Trans social points of view.

The degree to which associations can appreciate upper hand by utilization of HRIS can be made conceivable by the pretended by HR faculty inside that association. Inability to change from old culture of HR division of faculty job, not even the best HRIS can give an association a cutthroat edge (Karikari et al., 2015). The subtleties extricated from the framework isn't placed into full use, reason being the clients experience issues in deciphering the report that is produced by the framework and they don't have a clue how best to utilize it to add esteem. They can't settle on strategic choices from the data gave. Generally speaking, this means more investigation should be done to recognize more essential advantages from HRIS that can be delighted in by the whole association and furthermore increment the effectiveness of its activity (Majeed & Özyer, 2016a).

2.3.4 Organizational policy and implementation of Human Resource Information System

According to Mutiku & Misango (2019), associations foster a heap of strategies to direct the activities and choice of both the workers and administrators in their

particular offices. They are mission statements and the moves to be made to accomplish that reason. According to Harvey (2016), authoritative approaches generally backing and explain standard working techniques in a work environment. They likewise advance proficiency, inspire laborers and invigorate representative execution.

Al-Dmour et al. (2013) noticed that hierarchical construction has been found to either work with or restrain advancement reception. It very well may be recognized through markers like the level of centralization inside an association, the level of formalization of various exercises inside an association, and the level of representative specialization inside an organization (Nawaz, 2016). These attributes are related with the appropriation of new innovation, especially the level of worker specialization, which is a solid contributing variable in IT principles selection.

Perera et al. (2017) examined the effect of HRIS on HRM viability in chose huge clothing companies in Sri Lanka. HRIS was estimated as far as five measurements (top administration, powerful correspondence, preparing, data framework and human asset office) and HRM viability was estimated in enlistment, execution the board and human asset arranging capacities. 12 enormous attire firms were chosen as the example for the examination and a self-directed review was led covering workers in the whole HR office utilizing the five-point Likert size of 28 articulations. The information was broken down and assessed utilizing the factual information investigation bundle, SPSS (form 23.0) with univariate and bivariate strategies. The consequences of the study uncovered that 85% of the fluctuation in the HRM viability is clarified by HRIS. Further, discoveries of the investigation demonstrated that the

chose enormous attire firms in the Western Province utilized the HRIS in human asset arranging, enlistment and execution the board areas (Suharti & Sulisty, 2018).

Mohamed (2018) tried to recognize the apparent variables affecting the execution of HRIS at Kenya Revenue Authority. The scientist embraced an expressive overview plan with the populace comprising of KRA workers situated in Nairobi. A depicted self-assertive strategy for assessing was used. The examination accumulated fundamental data through an overview and the respondents were drawn from KRA staff arranged in Nairobi. The data was analyzed using illustrative estimations including frequencies tables, rates, mean scores, standard deviation, situating solicitations and pie diagrams. The respondents consented to the way that top administration support, viable correspondence, preparing, backing of ICT office, backing of HR division and client contribution impacts the execution of HRIS at KRA.

Authoritative variables are those that address hierarchical qualities, which impact selection of HRIS. Yang et al. (Majeed & Ozyer, 2016b) expressed that appropriation could be affected in associations that show undeniable degree of centralization since top administration can settle on selection choice regardless of obstruction from lower-level supervisors or workers. Association size, supporting association settings including a talented labor force are significant variables in fruitful development selection (Hejase, 2021). As indicated by can be introduced by an organization comprising 25 workers yet the immense cost would be hard to legitimize. Also, a huge global organization could make an information base program just to get to and play out the capacities important to work, however it would be unmanageable and exceptionally restricted arrangement. Accordingly, plainly viable HRIS requires a size

can characterize the necessities of the HR work (Karikari et al., 2015). In spite of the fact that it is discovered that, so far just enormous organizations have attempted to carry out HRISs of each of the three kinds, naming operational HRIS, social HRIS and groundbreaking HRIS. Then again, more modest and fair-sized organization simply attempted to execute operational and social HRIS, as these two HRISs don't perform HR exercises with an essential character hence are less exorbitant. Other than association size, another factor, which is top administration support, shows affecting activity on appropriation of HRIS. Discoveries from Yang et al. correspondence innovation (ICT) are essential to advance ICT reception. Nonetheless, as indicated by Majeed and Özyer (2016a) beside top administration backing to embrace a framework in the associations, worker commitment is likewise required which is additionally significantly impacted by the administration responsibility. Most examinations showed that administration responsibility affects HRIS or IT appropriation (Teo et al., 2007). Moreover, HRIS skill or human capacity and level of centralization are additionally some critical variables

HRIS was found as a significant factor in the appropriation of new advances by (Zmud & Sener, 2017). As IT is applied to HR divisions in a lethargic rate, it has brought about absence of HRIS information and abilities, which likewise eased back the direness of HRIS reception (Teo et al., 2007). In this manner, effective reception of HRIS requires year accessibility of gifted HRIS experts in the association since, supposing that the clients have absence of comprehend highlights it very well may be a significant snag in HRIS appropriation. Troshani et al for all client levels, for example, operational and vital levels to build their insight and abilities in utilizing the

framework successfully. Furthermore, the creators additionally contended that level of centralization impacts selection when choice is made at more elevated levels in association. This factor anyway was very little noticeable in other innovation reception contemplates.

Aldmour et al. (2015) Organizational Complexity alluding to the degrees of hierarchical order, the quantity of branches, and the quantity of offices and workers inside an association – is a significant factor in the execution of LAN innovation (Ferdous et al., 2015). Dery et al. (2019) dispute this, tracking down no critical connection between coordinated administrations advanced organization (ISDN) receptions and the level of centralization, formalization, or intricacy. They contend that different components may overwhelm primary variables. Eder and Igbaris (2001) correspondingly tracked down that authoritative construction was not identified with the dispersion or mixture of intranets.

Ahmad et al. (2014) depicted the effect of HR data frameworks in recognizing preparing needs, characterizing the objectives of preparing programs, the execution of preparing, assessment, and follow-up the viability of preparing in modern ventures around there. The investigation found that there was a connection between HR data frameworks and between preparing needs, characterizing the objectives of preparing programs, the execution of preparing and assessment and follow-up the adequacy of preparing in mechanical ventures around there. Mutiku & Misango (2019) noticed that organization strategies regularly build up and explain standard working method in a working environment. Exquisitely formed techniques help supervisors with directing staff even all the more successfully by obviously portraying great and

unsuitable lead in the work environment, and set out the ramifications of not consenting to those approaches.

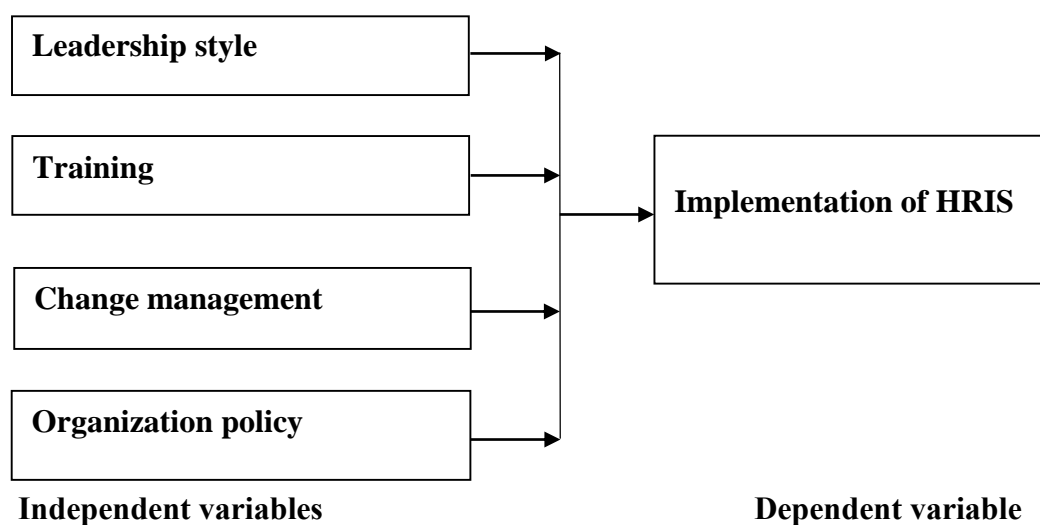
As of now, Isiolo County doesn't have existing arrangements on execution of the HRIS consequently, reception cycle might be postponed. Representatives' contribution to the arrangement plan measure is vital during HRIS execution as they are the end clients (Majeed & Özyer, 2016b). Occupation helps for various clients likewise should be recognized during the framework execution. In the finish of Suharti and Sulisty (2018) hierarchical strategies typically backing and illuminate standard working techniques in a work environment. They likewise advance proficiency, spur laborers and invigorate worker execution. Execution of frameworks depends on the current arrangements (Suharti & Sulisty, 2018).

2.4 Conceptual Framework

The diagrammatic illustration of conceptual framework is denoted in Figure 2.1.

Figure 2.1

Conceptual framework

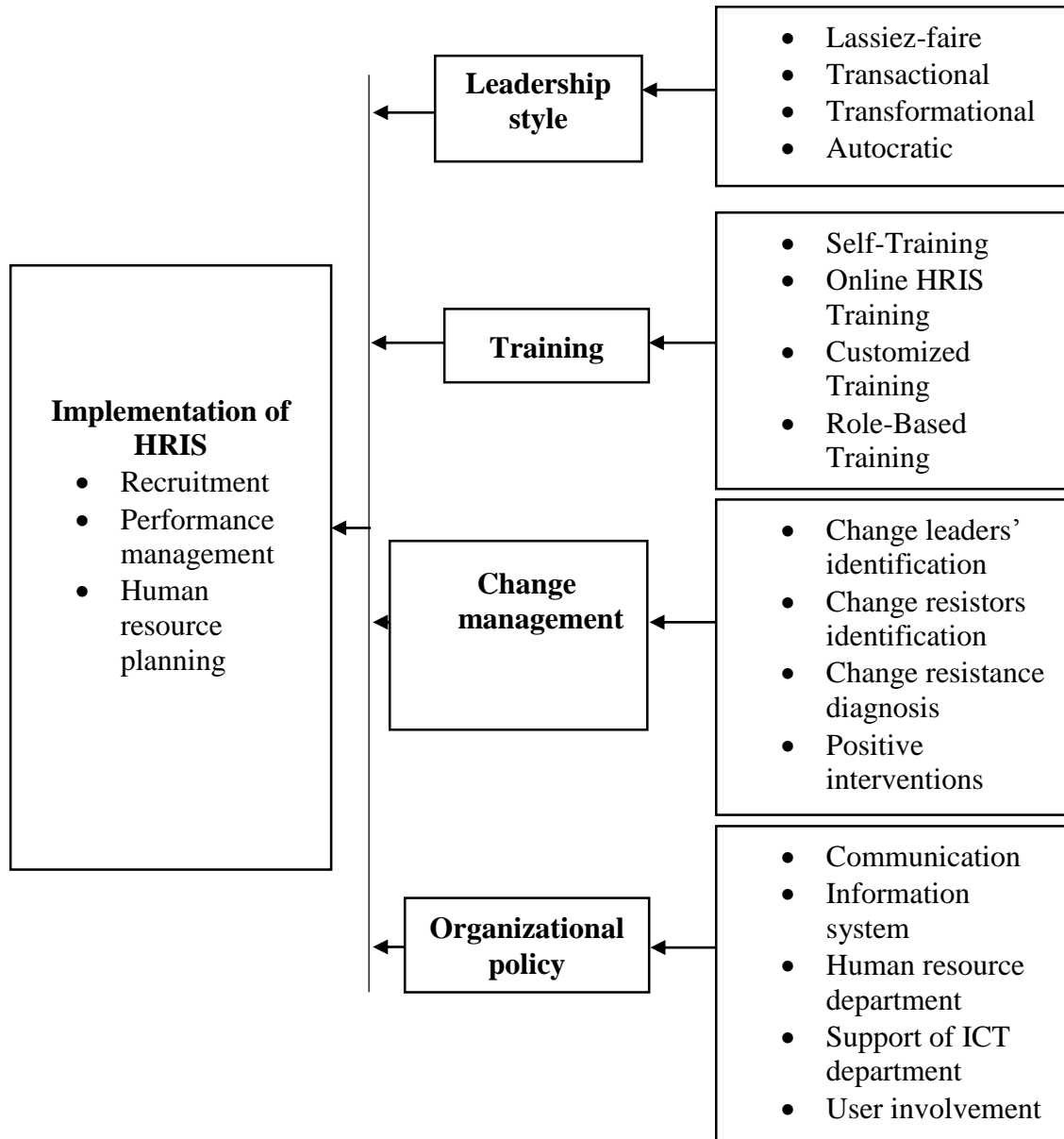


In this study, leadership style, training, change management and organizational policy were conceptualized as independent variables while implementation of HRIS was conceptualized as a dependent variable.

2.9 Operational Framework

Figure 2.2

Operational framework



Dependent Variable

Independent Variables

Indicators

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprised of methods proposed for this study. The chapter highlighted the details of the research design employed, target population, sample size and sampling procedures. In addition, the tools and techniques of data collection, pretesting, data analysis and ethical considerations.

3.2 Research Design

According to Cresswell (2014), descriptive research design was an organized procedure that was applied in testing the research hypothesis of the study. This study employed a descriptive design. Data was collected at single point in time. Descriptive research design enabled description of HRIS implementation phenomenon just as it was. The study utilized the quantitative techniques to enable descriptive analysis and testing of relationships and correlations between the dependent and the independent variables. The reason for choosing descriptive research design was to enable new insight and explicitly expose the research hypothesis.

3.3 Target Population.

The target population was a group of individuals who conformed to the characteristic of the study (Kothari, 2011). This study targeted all the workers of Isiolo County who were directly involved in the implementation of HRIS in different departments of Isiolo county as the appropriate population for the study.

Table 3.1*Target population*

	County department	Target population
1	Public service	78
2	Finance & economic planning	57
3	Tourism & trade	49
4	Urban roads, works & infrastructure	108
5	Youth , sports, & gender	98
6	Education & social service	55
7	Water, environment & sanitation	45
8	Agriculture and livestock production	65
9	Health services and public health	99
	Total	654

Source: Isiolo county HRD data 2021.

3.4 Sample size and sampling design

The understanding of the population characteristics and size was important when generalizing the sample size in order to avoid bias (Banerjee and Chaudhury, 2010). The sample size of this study was 196 employees of the Isiolo county government. According to Mugenda & Mugenda (2008), a sample size of 10-30% was sufficient for a descriptive design. For this study the researcher used 30% of the target population.

The study employed stratified random sampling to select 30% of the employees in each stratum to obtain a sample of 196 employees (Mutiku & Misango, 2019). Stratified random sampling was useful method for data collection if the population was heterogeneous and included partitioning a population into more unassuming groups

called layers. The social events or layers were facilitated subject to the normal characteristics or qualities of the people in the get-together (Singh & Masuku, 2014).

Table 3.2

Sample size

County department	Target population	Sample size
1 Public service	78	23
2 Finance & economic planning	57	17
3 Tourism & trade	49	15
4 Urban roads, works & infrastructure	108	32
5 Youth , sports, & gender	98	29
6 Education & social service	55	17
7 Water, environment & sanitation	45	14
8 Agriculture and livestock production	65	20
9 Health services and public health	99	29
Total	654	196

Source: Isiolo county HRD data 2021.

3.5 Data collection instruments

A structured questionnaire was used as an instrument for data collection. The questionnaire comprised of closed ended questions and a 5-point Likert scale questions. The questionnaire was filled on the spot by the selected staff of Isiolo county employees. The author provided any clarifications on the respondents to ensure complete filling of the questions. The researcher ensured that the questions were clear and unambiguous to avoid non-responses (Zohrabi, 2013).

3.5.1 Pilot Testing

According to Kothari (2011), conducting a pre-test on another sample with common features to the actual study sample, ensured efficiency of the questionnaires and reduced or eliminated the shortcomings. Mugenda and Mugenda (2008) stated that, the size of the sample for the pre-test ranged from 1% to 10%. The pilot testing questionnaires were administered to twenty (20) county employees from the neighboring Meru County before the performance of full-scale research. From the findings of these pilot tests, the researcher made necessary important changes on the instruments and research questions. Further, removing ambiguous questions or adding questions depending on the objectives of this study where needed.

3.5.2 Validity of instruments

Validity decided if the examination instrument genuinely gauged what it was planned to quantify or how honest the exploration results will be (Golafshani, 2003). This study applied content and criterion validity. Content validity a variable was considered to be valid if it is in general agreement with existing literature (Zohrabi, 2013). Criterion validity was concerned about the degree to which a specific variable predicts or identifies with different factors (Sullivan, 2011). Model related legitimacy of the theoretical system would be dictated by looking at the numerous relationship coefficients of the multitude of free factors.

3.5.3 Reliability of instruments

Reliability alluded to whether an appraisal instrument gave similar outcomes each time it was utilized in similar setting with similar sort of subjects (Sullivan, 2011). Cronbach's alpha coefficient was used to find out whether the questionnaire was con-

sistent. A questionnaire was considered reliable, if α was equal to or greater than 0.7. The reliability test was performed on the 20 pilot study responses.

3.6 Data Collection Procedures

Ethical approval was first sought from Kenya Methodist University and NACOSTI (see appendix II and III). Once these documents were issued, the researcher hired two research assistants who were residents of Isiolo county. The research assistants were briefed on the statement of the problem, main purpose of the study and objectives, The researcher then trained them on confidentiality and communication skills for a period of one hour. Once this was done, the data collection day, the researcher visited the chief of staff's office for authorization to conduct the study. Once authorization was issued, the researcher and the research assistants divided themselves based on the sampled Isiolo county departments. They met with the respondents who were then explained the purpose of the study and then issued them with questionnaires. Informed consent was sought from the respondents by letting them know the purpose of the study. The questionnaires were administered through drop and pick method. The research assistants were also be involved to provide assistance where need be. Once the filled in questionnaires were collected, the researcher gave them to the data analyst who proceeded with data analysis. After data analysis, the researcher stored the questionnaires in a safe place.

3.7 Data analysis techniques

Data was entered, coded and cleaned in SPSS version 23. The data was checked for consistency and reliability. Starting clear investigations to analyze the example qualities and dispersion of factors were directed. A rundown insights including

frequencies and percentages were used to present social demographic data. Regression analysis was used to test the direction and strength of the relationship between variables of the study. Analysis of variance (ANOVA) was used to test difference in means.

The general model of the study was as follows:

$$Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + e$$

Where:

Y = Implementation of the human resource information system

C = Constant

β = Slope coefficient

X₁ = Leadership style

X₂ = Staff training

X₃ = Change management

X₄ = Organizational policy

ϵ = error term

3.8 Ethical Considerations

According to Akaranga and Makau (2016), the researcher did not refer respondents by their names as this could reveal sensitive information. Research assistance was informed to refrain from referring to respondents by their names or divulging any other sensitive information that could cause physical or psychological harm. This study ensured that respondents did not write their names on the questionnaires. The researcher sought voluntary participation by informing the respondent the purpose and the benefits of the study assuring them of confidentiality and their right to freely participate

(Alshenqeeti, 2014). The researcher sought for an introduction letter from the Kenya Methodist University and later on a research permit from NACOSTI.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter gave the results and discussion of the study. It was organized by indicating the response rate, reliability results, demographic information and then diagnostic tests results. Later on, the chapter indicated the descriptive statistics of the questionnaires results under each variable accompanied with model summary and analysis of variance outcome. At the end of the chapter, regression coefficients of the study were given.

4.2 Response Rate

The study sampled a sample size of 196 respondents from Isiolo County Government. Out of this, 153 respondents returned the questionnaires accounting for 78% response rate. This response rate was appropriate based on Baruch (1999) recommendation that for populations of employees a response rate of 60 +/- 20 % is enough for making generalization in academic research.

4.3 Reliability Results

The study had conducted a pilot test on the questionnaires to test on their ability to enable the study address the statement of the problem. In line with this, questionnaires were administered to twenty (20) county employees from the neighboring Meru County. The study used Cronbach Alpha Coefficient value to test on the reliability of these questionnaires as indicated on Table 4.1.

Table 4.1

Reliability Test

Instrument	Cronbach's Alpha	N of Items
Questionnaires	.811	20

According to Table 4.1, the Cronbach Alpha value was 0.811. Taber (2018) stated that when the alpha value was above 0.7, then the data collection instruments were reliable.

4.4 Demographic Characteristics of the Respondents

The study requested the respondents to indicate various demographic characteristics such as gender, education level and length of service describing themselves. The results are summarized in Table 4.1.

Table 4.2*Demographic characteristics*

Characteristic		Frequency	Percent
Gender	Male	86	56
	Female	67	44
	Total	153	100
Highest education level	Primary	0	0
	Secondary	0	0
	College	91	60
	University	62	40
	Total	153	100
Department		Frequency	Percent
Department	Public service	11	7
	Finance & economic planning	9	6
	Tourism & trade	14	9
	Urban roads, works & infrastructure	17	11
	Youth , sports, & gender	19	12
	Education & social service	33	22
	Water, environment & sanitation	11	7
	Agriculture and livestock production	21	14
	Health services and public health	18	12
	Total	153	100
Length of service	1 to 5 years	87	57
	6 to 10 years	20	13
	Over 10 years	46	30
	Total	153	100

From the results collected, 56% (86) of the respondents were males while 44% (67) of them were females. Given that the respondents were sampled from various

departments in Isiolo County Government, it can be said that there are more male employees than female employees. These results mean that in Isiolo County, the application of 2/3 gender constitutional rule has not been implemented among its staff. This could be attributed by cultural reasons that limits women from being equals with their male counterparts. The picture painted indicates that quality of service delivery has been greatly limited due to the current cultural precedence in the area. Mutiku and Misango (2019) also established that in Machakos county government, there were more male staff than female staff and similar to the current study, the traditions were limiting females from being equal with their male counterparts.

The results further showed that 60% (91) of the respondents who returned the study instruments were college diploma holders while 40% (62) of them were university graduates. It can be asserted that all the respondents had tertiary training and hence could respond appropriately to study instruments. This meant that Isiolo region has put effort towards pushing education agenda in the area. The county government is now more concerned with the academic background of its staff hence improving competency of its staff. However, there is still a room for improvement for county staff advancing their educational level to even higher horizons apart from a college diploma qualification. In agreement, Wairiuko et al. (2018) indicated that the number of diploma holders is increasing in Kenya since there are more employment prospects for them as compared to degree holders.

The results also indicate that 22% (33) county staff in education and social service were the majority of respondents who answered the questionnaires. However, 6% (9) county staff from finance and economic planning were the least number of departmental employees to take part in the study. The results indicate finance and

economic planning staff were busy closing down the financial year 2020/2021 as well as planning for the financial year 2021/2022. In addition, this department was keen not to repeat similar mistakes of inefficiency and low service delivery in HRIS implementation that had been in existence. Dilu et al. (2017) found out that at the end of each financial year which occurs mid of every normal year, most organizations are busy closing down any businesses of previous years and planning for new financial year hence most staff are busy particular departments such as accounting and finance departments.

The study also collected data on the length of service by the respondents. The results indicated that 57% (87) of the respondents had served Isiolo County Government for a period ranging from one year to five years while 30% (46) of them had served for a period of over 10 years. Another 13% (20) of the respondents indicated that they had served the Isiolo County Government for a period ranging from six to 10 years. On the one hand, this implied that all the respondents had worked with the government for a significant period of time to enable them to understand the ongoing operations of the government especially on the issue of HRIS implementation.

Thus, the respondents were in a good position to answer questions related to this study. On the other hand, it was evident that there was a cycle of significant turnover of HR employees which was hampering excellence in HRIS implementation. This meant that as a new county government is taking office, the operations on HRIS would be once again halted as the new HR staff learn the process. Karanja (2017) shared the same reasoning when the study indicated that HRIS in various county governments was greatly hampered by inconsistency caused by county staff turn-over due to end of 5-year period of a county leadership term.

4.5 Diagnostic Tests

Diagnostic tests were conducted before subjecting the collected data to further analysis to determine whether the data adhered to standards. The study conducted four tests which were normality, linearity, multicollinearity and correlational tests.

4.5.1 Normality Test

The study conducted normality test using one-sample Kolmogorov-Smirnov Test as shown in Table 4.3

Table 4.3

Normality Test- One-sample Kolmogorov-Smirnov Test

		Leader- ship style	Staff training	Change man- age- ment	Organi- zational policy	Imple- mentation of HRIS
N		153	153	153	153	153
Normal Parame- ters ^{a,b}	Mean	26.8235	25.5098	16.2680	25.1699	16.9216
	Std. Devi- ation	2.39275	3.60577	4.35287	3.49396	2.00502
Most Extreme Dif- ferences	Absolute	.281	.253	.105	.182	.202
	Positive	.115	.203	.105	.117	.150
	Negative	-.281	-.253	-.068	-.182	-.202
Kolmogorov-Smirnov Z		3.476	3.126	1.296	2.253	2.497
Asymp. Sig. (2-tailed)		.062	.147	.069	.072	.221

a. Test distribution is Normal.

b. Calculated from data.

The results on Table 4.3 indicate that leadership style, staff training, change management, organizational policy and implementation of HRIS had Asymp. Sig value of 0.062, 0.147, 0.069, 0.072 and 0.221 respectively. These values were above 0.05 hence the data was normal as directed by (Mishra et al., 2019).

4.5.2 Linearity Test

The study also conducted linearity test to examine whether the variables had any relationships among them. Table 4.4 indicates the outcome.

Table 4.4

Linearity Test

			Sum of Squares	Df	Mean Square	F	Sig.
Implementation of HRIS Leadership style		(Combined)	119.330	9	13.259	3.856	.000
	Between Groups	Linearity	104.030	1	104.030	30.253	.000
		Deviation from Linearity	15.300	8	1.913	.556	.082
	Within Groups		491.729	144	3.439		
	Total		611.059	153			
Staff training		(Combined)	162.767	7	23.252	7.521	.000
	Between Groups	Linearity	42.005	1	42.005	13.587	.000
		Deviation from Linearity	12.762	6	2.127	0.510	.070
	Within Groups		448.292	146	3.092		
	Total		611.059	153			
Change management		(Combined)	155.830	17	9.166	2.718	.001
	Between Groups	Linearity	59.000	1	59.000	17.497	.000
		Deviation from Linearity	96.829	16	6.052	1.795	.068
	Within Groups		455.229	136	3.372		
	Total		611.059	153			
Organizational Policy		(Combined)	130.121	12	10.843	3.156	.001
	Between Groups	Linearity	54.511	1	54.511	15.868	.000
		Deviation from Linearity	65.610	11	6.874	1.801	.092
	Within Groups		480.938	141	3.435		
	Total		611.059	153			

The results on Table 4.4 show that the deviation from linearity for leadership style, staff training, change management, organizational policy and implementation of HRIS was 0.082, 0.70, 0.068, 0.092 respectively. These values were above 0.05 hence the variables had linear relationship as directed by Setyaningsih (2017).

4.5.3 Multicollinearity Test

The study conducted multicollinearity test to examine whether the variables had any collinearity issues. Results are indicated on Table 4.5.

Table 4.5

Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership style	.261	3.835
Staff training	.353	2.829
Change management	.820	1.220
Organizational policy	.288	3.315

Table 4.5 indicates that leadership style had a tolerance of 0.261 and VIF of 3.835; Staff training had a tolerance of 0.353 and VIF of 2.829; Change management had a tolerance of 0.820 and VIF of 1.220; Organizational policy had a tolerance level of 0.288 and VIF of 3.315. According to Vatcheva et al. (2016), for values to be free of multicollinearity issue, the tolerance level should be above 0.2 and VIF of less than 5. This meant that the study's data did not have multicollinearity problem.

4.5.4 Autocorrelation Test

The study conducted autocorrelation test using Durbin-Watson test to examine whether the variables were correlated as shown on Table 4.6.

Table 4.6: Autocorrelation Test

Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.500 ^a	.250	.230	1.75932	1.753

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

b. Dependent Variable: implementation of HRIS

Table 4.6 shows that the Durbin Watson value was 1.753 which according to Chen (2016), indicated positive correlation. Chen (2016) indicated that when Durbin Watson the values range between 0-2, there was positive correlation and above 2-4 indicated negative correlation.

4.6 Descriptive Statistics on Implementation of HRIS

Implementation of HRIS was the dependent variable of the study. The study asked the respondents to indicate whether Isiolo County Government can successfully implement the HRIS system. The results are shown in Table 4.7.

Table 4.7

Descriptive Statistics on Implementation of the HRIS

	Frequency	Percent
Disagree	44	29
Not sure	87	57
Strongly agree	22	14
Total	153	100.0

The results on Table 4.7 show that majority 57% (87) of the respondents were not sure on whether the county can implement HRIS successfully. Moreover, 29% (44) disagreed while only 14% (22) of the respondents agreed that Isiolo County Government can successfully implement HRIS. This implies that lack of awareness on the system could be the reason for high uncertainty rates and inability to believe in the ability of the county to implement the system. Al-Dmour et al. (2013) also acknowledge that adoption of HRIS in an organization begins with users being aware of its existence before it even proceeds to implementation. By doing so, Al-Dmour et al. (2013) posits that the users accept it and adheres to its requirements for it successful venture.

The study also sought to find out from the respondents whether implementation of HRIS in Isiolo County was impossible. The results indicated that 70% (107) of the respondents indicated that it is possible for Isiolo county to implement HRIS while only 30% (46) of them thought that it is impossible to implement HRIS in Isiolo county. This shows that majority of the employees had the confidence in their managers to implement the system if corrective measures such as training, communication of policies and appropriate leadership guidance are put in place. Further on, the respondents were requested to explain why they thought that Isiolo County could or could not implement the HRIS system.

Only those who thought the county could implement the system responded to this question. They indicated that the organizational policies could be formulated in a suitable manner that fits/suits the context in question to guide the implementation process. They also pointed out that the policies should be clearly communicated in all levels of management to enhance team work process. In agreement, Aldmour et al.

(2015) pointed out that cohesion between the junior and senior staff was a key factor that facilitates the acceptance of the HRIS system. However, when there was disconnect between the two, introduction of a new system such as HRIS does more harm than good since it's associated with delayed attainment of set targets, low work motivation and increased confusion in operations.

4.7 Descriptive Statistics on Leadership and Implementation of HRIS

The first objective of the study sought to ascertain the influence of leadership on implementation of HRIS. First the study requested the respondents to indicate whether leadership style affect implementation of HRIS. All of the respondents (100 %) affirmed that leadership style affects implementation of the HRIS. The respondents were requested to state why they thought that leadership style would affect the implementation process of the HRIS in their organization. Most of the views collected revolved around the fact that leadership is at the forefront of bringing any changes within the organization and that time of leadership style employed will determine whether the change will be accepted or rejected. The respondents were also requested to indicate the type of leadership used in their organization. The results are shown in Table 4.8.

Table 4.8

Descriptive Statistics of Leadership Form Used by Isiolo County Government

Leadership style	Frequency	Percent
Democratic	67	44
Bureaucratic	42	28
Transformational	24	16
Autocratic	20	12

The results on Table 4.8 indicated that 44% (67) of the respondents indicated that democratic leadership style is used while 28% (42), 16% (24) and 12% (20) of the respondents indicated respectively that bureaucratic, transformational and autocratic leadership styles are utilized in their organization. This implies that leaders in Isiolo County Government utilize diverse types of leadership styles. This diversity could help ensure that decision making process is not rigid but dynamic and hence for the case of HRIS implementation process this could be of advantage. The study further collected data on what the leadership style encourages the respondents to do. All the respondents (100 %) indicated that their leaders encourage them in team building process.

The study requested the respondents to indicate their level of agreement with various statements related to leadership and implementation of HRIS in Isiolo County Government. The results are summarized in Table 4.9 (1 = strongly disagree, 2 = Disagree, 3= neutral, 4= agree and 5 = strongly agree).

Table 4.9*Descriptive Statistics on Leadership Style and implementation of HRIS*

Statement	1	2	3	4	5
The management encourages employee participation in decision making	0(0%)	24(16%)	20(13%)	42(27%)	67(44%)
The management is supportive of the use of new technology in the organization	0(0%)	20(13%)	0(0%)	133(87%)	0(0%)
Motivation of employees done through ICT made their work easier	0(0%)	0(0%)	0(0%)	86(56%)	67(44%)
The management gives direction to workers while carrying out new innovation	0(0%)	0(0%)	0(0%)	153(100%)	0(0%)
The management engages concerned employees to establish challenges experienced or likely to be experienced when introducing new technology	0(0%)	0(0%)	0(0%)	153(100%)	0(0%)

The results on Table 4.9 shows that 44% (67) of the respondents strongly agreed and 27% (42) of them agreed with the assertion that the management encourages

employee participation in decision making. This implied that decision making in Isiolo County Government was to a large extent consultative. This could of great advantage especially when change was being implemented. This could reduce chances of rejection because the employees would own the anticipated change. Given this finding it was possible that majority of employees would not reject the process of HRIS implementation if they were consulted. The study also established that 87% (133) of the respondents agreed with the statement that the management gave direction to workers while carrying out new innovation. This implied that the management was proactive in ensuring that new technologies were implemented within Isiolo County Government to ease the process of service delivery to its citizens.

It could therefore be asserted that the management was supportive in the process of implementing HRIS. However, the management seemed to be highly sensitive on whom they consulted in the course of operations. This created division in the county government since many staff felt their presence was being undermined to warrant anything good. Wang et al. (2015) also discovered that when the management chose to pick who to consult among the staff, the left-out staff felt as though not part of the organization hence becoming unproductive with time.

The study further ascertained that 56% (86) of the respondents agreed and 44% (67) strongly agreed with the statement that new technology was introduced to motivate employees since it made their work easier. This implied that employees took the introduction of new technologies within Isiolo County Government positively. The results further showed that all the respondents (100%) agreed with the assertion that

the management provided guidance to employees when implementing new technology. This implied that the management was concerned about the success of any newly introduced technology which would positively hasten the process and hence in the case of HRIS implementation if the management guided the employees, the success rate would be high. It was also noted that all the respondents (100%) agreed with the statement that the management engaged concerned employees to establish challenges experienced or likely to be experienced when introducing new technology. This supported earlier assertion that the management was concerned about the success of any newly introduced technology and works towards reducing change rejection. Pasamar et al. (2019) weighed in that when the leadership supported learning initiatives within the organization in areas such as new technology, human capital felt empowered to excel in the said area.

The respondents were requested to suggest ways that leadership style could enhance implementation of HRIS. Some respondents suggested that the leaders ought to engage all employees in decision making process. They also suggested that the leaders need to take the lead to positively encourage and educate the employees on the advantages of HRIS. They further suggested that leaders need to encourage participative form of decision making. The respondents also suggested that leaders need to guide the employees while implementing HRIS to ensure it is successful implemented. Nwokorie and Okechukwu (2014) acknowledged the type of leadership style used in a firm determined the adaptability of any new system. If the leadership was consultative and engaging, the staff had an easy time adapting to new system. However, if the leadership was not consultative, the staff resisted change hence conflicts arose often.

4.7.1 Model Summary of Leadership Style and Implementation of HRIS

The study assessed the extent of the influence that existed of leadership style on implementation of HRIS as shown on Table 4.10.

Table 4.10

Model Summary of Leadership Style and Implementation of HRIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.819 ^a	.671	.665	1.83243	1.985

a. Predictors: (Constant), Leadership style

b. Dependent Variable: Implementation of HRIS

Table 4.10 indicates that Leadership style had an R value of 0.819 and R square value of 0.671. This indicated that leadership style influenced 67.1% on implementation of HRIS. The other 33% remaining were determined by other factors. This indicated that leadership style was part of a key ingredient towards implementation of HRIS. Bad leadership would definitely affect the suitability of HRIS in an institution.

4.7.2 Analysis of Variance of Leadership Style and Implementation of HRIS

The study had a null hypothesis that stated that there was no statistically significant relationship between leadership style and the implementation of the HRIS in Isiolo county government. Therefore, the study conducted Analysis of Variance [ANOVA] to evaluate whether to reject or accept the null hypothesis as shown in Table 4.11.

Table 4.11

ANOVA of Leadership Style and Implementation of HRIS

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.030	1	104.030	30.981	.000 ^b
	Residual	507.029	152	3.358		
	Total	611.059	153			

a. Dependent Variable: Implementation of HRIS

b. Predictors: (Constant), Leadership Style

Table 4.11 shows that the significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, leadership style had a relationship with implementation of HRIS hence for the latter to progress well, leaders had to support it through reliable leadership styles.

4.8 Descriptive Statistics of Staff Training and Implementation of HRIS

The second objective sought to ascertain the effect of staff training on implementation of the HRIS system. The respondents were requested to state whether staff training could affect implementation of HRIS. All the respondents affirmed that employee training affected the implementation of HRIS. This implied that training was vital for the implementation process of HRIS. The respondents were further requested to explain how staff training could affect implementation of HRIS. The respondents indicated that staff training would ensure smooth running of the process, it would ensure they interact with private technical personnel which will make implementation easier, and that training would ensure the employees gain the requisite skills needed for the implementation process. The respondents also indicated that training would ensure that the trained employees would assist others during implementation process

to ease the process of HRIS implementation. The respondents were asked to indicate the methods used to train staff in Isiolo County Government. The results are shown in Table 4.12.

Table 4.12

Descriptive Statistics of Staff Training Methods

	Frequency	Percent
Technical skill training	20	13
Apprenticeship	66	43
On the job training	67	44
Total	153	100

The results shows that 44% (67) of the respondents indicated that on the job training was the method used to train employees and 43% (46) of the said that apprenticeship was the method used on apprenticeship. Thirteen percent (20) of the respondents stated that technical skill training was the method of choice for training employees. This implied that depending on the situation either of the three methods could be used to train the employees. The fact that these methods are deployed imply that the employees are often trained when there is new change being implemented, including implementation of HRIS. Aldmour et al. (2015) in Jordan asserted that one of the HRM roles in an organization includes organizing for and conducting trainings to employees. The methods used to train are diverse as well as the periods at which training is required. Most of organization prefer training staff while in practice of their role since it is directly attributable to what they are doing (Aldmour et al., 2015).

The respondents were asked to indicate their level of agreement with various statements related to staff training and HRIS implementation. The results are shown in Table 4.13 (1 = strongly disagree, 2 = Disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

Table 4.13

Descriptive Statistics of Staff Training and Implementation of HRIS

Statement	1	2	3	4	5
The county government representatives are all around prepared on the execution of HRIS	20(13%)	66(43%)	67 (44%)	0(0%)	0(0%)
There is a reasonable preparing strategy in the association to permit individuals to obtain the required abilities	0(0%)	20(13%)	87(57%)	46(30%)	0(0%)
The administration of the region enlists workers with the right abilities	0(0%)	24(16%)	20(13%)	109(71%)	0(0%)
Workers with lacking abilities are retrained to gain the necessary abilities	0(0%)	0(0%)	44(29%)	89(58%)	20(13%)
Prior to the presentation of new innovation, the district government guarantees existing and new workers are properly prepared	0(0%)	0(0%)	40(26%)	113(74%)	0(0%)

The results showed that 43% (66) of the respondents disagreed and 13% (20) of them strongly disagreed with the statement that the county government employees were

well trained on the implementation of HRIS. This implied that the employees were either poorly trained or not trained at all on the implementation of the HRIS. This could negatively impact on the utilization of HRIS. Moreover, 43% (67) of the respondents were not sure whether the county government employees were well trained on the implementation of HRIS. This further augmented the assertion that the employees were either poorly trained or not trained at all on the implementation of the HRIS. The study also established that only 30% (46) of the respondents agreed with the statement that there was a clear training policy in the organization to allow people to acquire the needed skills while 57% (87) of them were not sure about this statement.

This implied that probably the county leadership did not sensitize the employees about training. This could deter employees from gaining additional skills while on job. The results also showed that 71% (109) of the respondents agreed with the assertion that the management of the county hired employees with the right skills. This implied that the recruitment process in the Isiolo County Government was highly competitive to ensure the right people were hired. The study further showed that 58% (89) of the respondents agreed and 13% (20) strongly agreed while 29% (44) of them were not sure about the statement that employees with inadequate skills were retrained to acquire the required skills.

This implied that the management put emphasis on ensuring all the employees were able to carry out their duties efficiently and effectively through on job training. The study also established that 74% (113) of the respondents agreed while 26% (40) of them were not sure about the statement that before the introduction of new technology, the county government ensured existing and new employees were

appropriately trained. This finding contradicted the findings of Dery et al. (2013) on the training of employees on HRIS. It was indicative of the system not having been implemented in the county since majority of the respondents disagreed about being well trained on HRIS while at the same time majority of them agreeing that the county government appropriately trains the employees prior to introduction of a new technology. Therefore, this could imply that majority of the respondents did not know what HRIS was, even though they used it.

The respondents were requested to suggest ways that managers could use to improve employee skills to effectively implement HRIS. The respondents suggested that the managers ought to carry out employees training to effectively implement the system. They also indicated that monitoring during the implementation process would enhance the success of HRIS implementation. Other respondents also suggested that capacity building through imparting the right skills could enhance this process. It was also suggested by Ferdous et al. (2015) that provision of incentives and sensitizing the employees about the new technology could help effectively implement the system.

4.8.1 Model Summary of Staff Training and Implementation of HRIS

The study assessed the extent of the influence that existed of staff training on implementation of HRIS as shown on Table 4.14.

Table 4.14

Model Summary of Staff Training and Implementation of HRIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.754 ^a	.569	.493	1.94128	1.181

a. Predictors: (Constant), Staff Training

b. Dependent Variable: Implementation of HRIS

Table 4.14 indicates that staff training had an R value of 0.754 and R square value of 0.569. This indicated that staff training influenced 57% on implementation of HRIS. The other 43% remaining were determined by other factors. This indicated that staff training was part of a key ingredient towards implementation of HRIS. When staff were not trained, there was a tendency of disconnect with what was happening in the organization by the same employees who are supposed to see to it the success of the systems implemented.

4.8.2 ANOVA of Staff Training and Implementation of HRIS

The study had a null hypothesis that stated that there was no statistically significant relationship between staff training and the implementation of the HRIS in Isiolo county government. Therefore, the study conducted Analysis of Variance [ANOVA] to evaluate whether to reject or accept the null hypothesis as shown in Table 4.15.

Table 4.15*ANOVA of Staff Training and Implementation of HRIS*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42.005	1	42.005	11.146	.001 ^b
Residual	569.054	152	3.769		
Total	611.059	153			

a. Dependent Variable: Implementation of HRIS

b. Predictors: (Constant), Staff Training

Table 4.15 shows that the significance level was 0.01 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, staff training had a relationship with implementation of HRIS hence for the latter to progress well, organizations needed to train their staff adequately on systems such as HRIS since it was discovered that frequent training was not in place.

4.9 Change management and implementation of HRIS

The third objective sought to establish the effect of change management on implementation of HRIS. The respondents were asked to indicate whether the ability to manage change affect the implementation of HRIS in the county. The results are summarized in Table 4.16.

Table 4.16*Descriptive Statistics of the Ability to Manage Change*

	Frequency	Percent
Yes	129	84
No	24	16
Total	153	100

The results showed in Table 4.16 indicated that 84% (129) of the respondents agreed that ability to manage change affect the implementation of HRIS in the county. However, 16% (24) of the respondents indicated that ability to manage change does not affect the implementation of HRIS in the county. This implies that even though change management might be necessary to effectively implement HRIS some employees did not feel the need for change management. In agreement, Hejase (2021) stated that as change management is being implemented by HRM, the need to warrant it should be communicated. If the need is not communicated, the employees did not often see why they should shift to another way of operations.

The study then requested the respondents to indicate their level of agreement with various statement. The results are shown in Table 4.17 (1 = strongly disagree, 2 = Disagree, 3 = neutral, 4= agree and 5 = strongly agree).

Table 4.17*Descriptive Statistics of Change management and implementation of HRIS*

Statements	1	2	3	4	5
The county government employees are very much prepared on the best way to adapt to new innovation	0(0%)	44(29%)	20(13%)	89(58%)	0(0%)
Prior to the presentation of new innovation, the government guarantees existing and new workers are properly prepared on change the executives	24(15%)	0(0%)	87(57%)	42(28%)	0(0%)
The management involves employees in the change management process	0(0%)	44(29%)	87(57%)	22(14%)	0(0%)
Data on change is adequately conveyed to all representatives that are to be influenced by the change	24(16%)	0(0%)	0(0%)	129(84%)	0(0%)
The management is fully supportive of change management programs	24(16%)	0(0%)	20(13%)	89(58%)	20(13%)

The results showed that the 58% (89) of the respondents agreed that the county government employees were well trained on how to cope with new technology. However, 44(29%) disagreed with this notion. In addition, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that before the

introduction of new technology, the county government ensured existing and new employees were appropriately trained on change management. Lastly, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that the management involved employees in the change management process. This implied that even though change management was necessary to effectively implement HRIS some employees did not feel the need for change management. This was because the employees felt that they were okay with the current system and norms. The leadership did not articulately involve them in the vision attainment hence the main reason of employees not seeing the bigger picture. Majeed and Özyer (2016) proclaimed that applying HRIS involved a step known as preparing employees for change to the system. According to Majeed and Özyer (2016), this step was either the breaking or the building point an HRIS system. When employees were not involved in the tests and the final implementation of the system, the project was bound to fail.

4.9.1 Model Summary of Change Management and Implementation of HRIS

The study assessed the extent of the influence that existed of change management on implementation of HRIS as shown on Table 4.18.

Table 4.18

Model Summary of Change Management and Implementation of HRIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.791 ^a	.627	.611	1.91207	1.730

a. Predictors: (Constant), Change Management

b. Dependent Variable: Implementation of HRIS

Table 4.18 indicates that change management had an R value of 0.791 and R square value of 0.627. This indicated that change management influenced 63% on implementation of HRIS. The other 37% remaining were determined by other factors. This indicated that change management was part of a key ingredient towards implementation of HRIS. In fact, the success or failure of an HRIS system was based on how the organization would involve and communicate to employees on its intention to institute change.

4.9.2 ANOVA of Change Management and Implementation of HRIS

The study had a null hypothesis that stated that there was no statistically significant relationship between change management and the implementation of the HRIS in Isiolo county government. Therefore, the study conducted Analysis of Variance [ANOVA] to evaluate whether to reject or accept the null hypothesis as shown in Table 4.19.

Table 4.19

ANOVA of change management and Implementation of HRIS

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	59.000	1	59.000	16.138	.000 ^b
Residual	552.058	152	3.656		
Total	611.059	153			

a. Dependent Variable: Implementation of HRIS

b. Predictors: (Constant), Change Management

Table 4.19 shows that the significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, change management had a relationship with implementation of HRIS

hence for the latter to progress well, organizations needed to involve their employees to prepare them psychology on what was bound to happen. This was because, it was established that county staff were hardly informed on any coming changes hence the implementation was met with staff not aware at all of what was happening.

4.10 Organization Policy and Implementation of HRIS

The fourth objective sought to ascertain the effect of organization policy on implementation of HRIS. The respondents were requested to indicate whether there were policies in the organization. The results are summarized in Table 4.20.

Table 4.20

Descriptive Statistics of Policies in the Organization

	Frequency	Percent
Yes	131	85.6
No	22	14.4
Total	153	100.0

The results indicated that 85.6 % (131) of the respondents affirmed that there were policies in the county while 14.4 % (22) negated the assertion. This implied that there were policies in the county government though some employees were not aware of them. Moussa and El Arbi (2020) documented that for the staff of any company to be committed in their course, they needed to become innovative. This innovation was a direct result of understanding and internalizing policies that guided the employee, the organization and the clients of the institution. When awareness of the policies was not in place, costly mistakes could encounter either of the three parties.

The respondents were also requested to state whether the policies affect the implementation of HRIS. The results are shown in Table 4.21.

Table 4.21

Descriptive Statistics of Policies of the Organization Affect the Implementation of HRIS in the County

	Frequency	Percent
Yes	109	71
No	44	29
Total	153	100

The results in Table 4.21 shows that 71% (109) of the respondents agreed while 29% (44) of the respondents disagreed with the assertion that the policies of the organization affect the implementation of HRIS in the county. This implies that even though the policies that were in place in the county affected the implementation of the HRIS system, some employees might not be knowing the link between policies and changes that could be initiated within the county.

The respondents were also required to indicate their level of agreement with various statements related to organization policy and implementation of HRIS in the Isiolo County Government. The results are shown in Table 4.22 (1 = strongly disagree, 2 = Disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

Table 4.22*Descriptive Statistics of Organization policy and implementation of HRIS*

Statements	1	2	3	4	5
There is a clear organizational policy on the implementation of HRIS	0(0%)	0(0%)	107(70%)	46(30%)	0(0%)
The management of my organization adheres to the organizational policy on HRIS	0(0%)	0(0%)	107(70%)	46(30%)	0(0%)
The HR department has aligned its policies to the changes in organizational policy on HRIS	0(0%)	91(60%)	20(13%)	42(28%)	0(0%)
The policy on HRIS is well communicated to all interested parties	0(0%)	24(16%)	87(57%)	42 (28%)	0(0%)
The HRIS policy is appropriate to enhance the implementation of HRIS	0(0%)	0(0%)	107 (70%)	46(30%)	0(0%)

The results showed that only 30% (46) of the respondents agreed while 70% (107) of the respondents were not sure with the assertion that there is a clear organizational policy on the implementation of HRIS. This implies that only a few people might be

aware of the existence of a policy on the implementation of the HRIS system in Isiolo County Government. The finding further augments the assertion that the county leadership is not doing much in sensitizing the employees about its policies on various issues.

The result also showed that only 30% (46) of the respondents agreed while 70% (107) of the respondents were not sure with the assertion that the management of my organization adheres to the organizational policy on HRIS. This is in line with the above finding on the existence of a clear policy on the implementation of HRIS. Thus, the finding supports the assertion that only a few people might be aware of the existence of a policy on the implementation of the HRIS system in Isiolo County Government. The results also indicated that 59.5 % (91) of the respondents disagreed while 28% (42) agreed and 13% (20) of the respondents were not sure on whether the HR department has aligned its policies to the changes in organizational policy on HRIS.

The lack of awareness of the existence of such policy could be the reason for high percentage of people disagreeing with the statement. Similarly, 28 % (42) of the respondents agreed while 57% (87) were not sure and 16% (24) disagreed with the statement that the policy on HRIS is well communicated to all interested parties. These further augment the assertion that only a few people might be aware of the existence of a policy on the implementation of the HRIS system in Isiolo County Government. Finally, the study established that only 30 % (46) of the respondents agreed while 70% (107) of them were not sure whether the HRIS policy is appropriate to enhance the implementation of HRIS.

This finding still supported the argument that only a few people might be aware of the existence of a policy on the implementation of the HRIS system in Isiolo County Government. Thus, based on these finding it is imperative that much ought to be done on the communication of policies guiding the implementation of HRIS in Isiolo County Government. In support, Sharma (2013) pointed out that poor communication was a factor that promoted resistance to HRIS hence part of problems associated with poor implementation of HRIS.

The respondents were requested to state some suggestions on how the policies of the organization affect the implementation of HRIS in the county. Some of the respondents indicated that there is need to adhere to the existing policies. Yet others indicated that every system’s effectiveness and efficiency is based on the policies put in place by the management. Moreover, it was noted that the county is not doing much to inform the employees on existence of various policies. It was also reiterated that the training department in the county is none operation and if made to operate it could hasten the process of HRIS implementation.

4.10.1 Model Summary of Organizational Policy and Implementation of HRIS

The study assessed the extent of the influence that existed of organizational policy on implementation of HRIS as shown on Table 4.23.

Table 4.23

Model Summary of Organizational Policy and Implementation of HRIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.699 ^a	.489	.483	1.91983	1.894

a. Predictors: (Constant), Organizational Policy

b. Dependent Variable: Implementation of HRIS

Table 4.23 indicates that organizational policy had an R value of 0.699 and R square value of 0.483. This indicated that change management influenced 48% on implementation of HRIS. The other 52% remaining were determined by other factors. This indicated that organizational policy was part of a key ingredient towards implementation of HRIS. Therefore, keen attention should be attributed to what, how, and when organizational policies are put into place.

4.10.2 Analysis of Variance of Organizational Policy and Implementation of HRIS

The study had a null hypothesis that stated that there was no statistically significant relationship between organizational policy and the implementation of the HRIS in Isiolo county government. Therefore, the study conducted Analysis of Variance [ANOVA] to evaluate whether to reject or accept the null hypothesis as shown in Table 4.24.

Table 4.24

ANOVA of Organizational Policy and Implementation of HRIS

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	54.511	1	54.511	14.790	.000 ^b
Residual	556.548	151	3.686		
Total	611.059	152			

a. Dependent Variable: Implementation of HRIS

b. Predictors: (Constant), Organizational Policy

Table 4.24 shows that the significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis.

Therefore, organizational policy had a relationship with implementation of HRIS hence for the latter to progress well, the management should promote awareness of various policies affecting employees. This is because, the study discovered employees in Isiolo County were not well versed with various policies put into place by Isiolo County government.

4.11 Multiple Regression of institutional dynamics and Implementation of HRIS

After the study explored individual independent variables, the study investigated how when the combined variables influenced the implementation of HRIS. This was done through the multiple regression analysis. The study examined the model summary, ANOVA and regression coefficients.

4.11.1 Model Summary of the Relationship between Institutional Dynamics and Implementation of HRIS.

The study assessed the extent of the influence institutional dynamics had on implementation of HRIS as shown on Table 4.25.

Table 4.25

Model Summary of Institutional Dynamics and Implementation of HRIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.866 ^a	.750	.731	1.75932	1.753

a. Predictors: (Constant), Leadership Style, Staff Training Change Management, Organization Policy

b. Dependent Variable: Implementation of HRIS

Table 4.25 indicates that Institutional Dynamics had an R value of 0.866 and R square value of 0.75. This indicated that change management influenced 75% on implementation of HRIS. The other 25% remaining were determined by other factors.

4.11.2 Analysis of Variance of Institutional Dynamics and Implementation of HRIS

The study had a main purpose of ascertaining the relationship between institutional factors and the implementation of the human resource information system in Isiolo county government. Therefore, the study conducted Analysis of Variance [ANOVA] to evaluate whether there was any relationship or as shown in Table 4.26.

Table 4.26

ANOVA of Institutional Dynamics and Implementation of HRIS

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	152.969	4	38.242	12.355	.000 ^b
Residual	458.089	149	3.095		
Total	611.059	153			

a. Dependent Variable: Implementing of HRIS

b. Predictors: (Constant), Leadership Style, Staff Training Change Management, Organization Policy

Table 4.26 shows that the significance level was 0.00 which was less than 0.05. This indicated that there was a relationship between institutional dynamics and implementation of HRIS.

4.11.3 Regression Coefficients of Institutional Dynamics and Implementation of HRIS

The study conducted an analysis to determine the regression coefficients that would enable it to derive values to the general model of the study as shown on Table 4.27.

Table 4.27

Regression Coefficients of Institutional Dynamics and Implementation of HRIS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	5.308	1.774		2.992	.003
Leadership styles	.531	.117	.634	4.548	.044
Staff Training	.038	.067	.068	.567	.021
Change Management	.134	.036	.291	3.706	.010
Organizational Policy	-.230	.094	-.400	-2.439	.036

Table 4.27 shows that leadership styles' β was 0.531 with a p-value of 0.044; staff training β was 0.038 with a p-value of 0.021; change management β was 0.134 with a p-value of 0.010; Organizational policy β was -0.230 with a p-value of 0.036.

The general model of the study was as follows: $Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + e$

Where: Y = Implementation of the HRIS; C = Constant; β = Slope coefficient; X1= Leadership style; X2= Staff training; X3= Change management; X4= Organizational policy; and ϵ = error term.

Therefore; Implementation of HRIS = $5.308C + 0.531X_1 + 0.038X_2 + 0.134X_3 - 0.230X_4 + 1.774e$. These results mean that by adding one component $X_1 + X_2 + X_3 + X_4$ implementation of HRIS increased or decreased by $0.531 + 0.038 + 0.134 - 0.230$. Therefore, the study discovered ascertained that when alone, leadership style, staff training change management, organization policy influenced implementation of HRIS significantly but when combined, only leadership style was insignificant. Further on, all of the four variables were key towards ensuring successful implementation of HRIS hence their relevance and awareness should be emphasized. This is because the study discovered that there was lack of awareness on the system which was the reason for high uncertainty rates and inability to believe in the ability of the county to implement the system.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study sought to ascertain how institutional dynamics contribute to the execution of the HRIS in Isiolo county government. Specifically, the study sought to determine the influence of leadership style, the relationship between staff training, the influence of change management and the influence of firm policy on the execution of the HRIS in Isiolo county government. The study was guided by four theories which were innovation diffusion theory, Likert Leadership, Instrumental theory and cybernetic theory. It utilized a descriptive research design. A total of 654 Employees of the county government of Isiolo were the target population. The study used a sample of 196 respondents. Data was collected using questionnaires. Data was then analyzed through SPSS version 23. The results were presented through inferential statistics such as regression, correlation and descriptive statistics frequencies and percentages.

5.2 Summary of the Results

The results analysis was done on the four variables as indicated in section 5.2.1 to 5.2.5.

5.2.1 Leadership style and the implementation of the Human Resource Information System

The results indicated that 44% (67) of the respondents indicated that democratic leadership style was used while 28% (42), 16 % (24) and 13% (20) of the respondents indicated respectively that bureaucratic, transformational and autocratic leadership styles were utilized in their organization. The study further collected data on what the leadership style encourages the respondents to do. All the respondents (100%) indicated that their leaders encourage them in team building process.

The results also showed that 44% (67) of the respondents strongly agreed and 28% (42) of them agreed with the assertion that the management encourages employee participation in decision making. The study also established that 87% (133) of the respondents agreed with the statement that the management is supportive of the use of new technology in the organization. Leadership style had an R value of 0.819 and R square value of 0.671. This indicated that leadership style influenced 67.1% on implementation of HRIS. The other 33% remaining were determined by other factors. The significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, leadership style had a relationship with implementation of HRIS.

5.2.2 Staff training and the implementation of the Human Resource Information System

The results showed that 44% (67) of the respondents indicated that on the job training is the method used to train employees and 43% (46) of the said that apprenticeship is the method used while 13% (20) of the respondents stated that technical skill training is the method of choice for training employees. The results further showed that 43%

(66) of the respondents disagreed and 13% (20) of them strongly disagreed with the statement that the county government employees are well trained on the implementation of HRIS. Moreover, 44% (67) of the respondents were not sure whether the county government employees were well trained on the implementation of HRIS.

The study also established that only 30% (46) of the respondents agreed with the statement that there is a clear training policy in the organization to allow people to acquire the needed skills while 57% (87) of them were not sure about this statement. Staff training had an R value of 0.754 and R square value of 0.569. This indicated that staff training influenced 57% on implementation of HRIS. The other 43% remaining were determined by other factors. The significance level was 0.01 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, staff training had a relationship with implementation of HRIS

5.2.3 Change management and the implementation of the Human Resource Information System

The results showed that 84% (129) of the respondents agreed that ability to manage change affect the implementation of HRIS in the county. However, 16% (24) of the respondents indicated that ability to manage change does not affect the execution of HRIS in the district. What's more, the outcomes showed that the 58% (89) of the respondents concurred that the district government workers were all around prepared on the best way to adapt to new innovation. In any case, 44(29%) couldn't help contradicting this idea. What's more, 87(57%) and 44(29%) of the respondents didn't know and disagreed individually that before the presentation of new innovation, the

district government guaranteed existing and new workers were suitably prepared on change the board.

Lastly, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that the management involved employees in the change management process. Change management had an R value of 0.791 and R square value of 0.627. This indicated that change management influenced 63% on implementation of HRIS. The other 37% remaining were determined by other factors. This indicated that change management was part of a key ingredient towards implementation of HRIS. The significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, change management had a relationship with implementation of HRIS

5.2.4 Organizational policy and the implementation of the Human Resource Information System

The results indicated that 86% (131) of the respondents affirmed that there are policies in the county while 14% (22) negated the assertion. The results further show that 71% (109) of the respondents agreed while 29 % (44) of the respondents disagreed with the assertion that the policies of the organization affect the implementation of HRIS in the county. In addition, the results showed that only 30% (46) of the respondents agreed while 70% (107) of the respondents were not sure with the assertion that there was a clear organizational policy on the implementation of HRIS.

Organizational policy had an R value of 0.699 and R square value of 0.483. This indicated that change management influenced 48% on implementation of HRIS. The other 52% remaining were determined by other factors. The significance level was

0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, organizational policy had a relationship with implementation of HRIS

5.2.5 Implementation of Human Resource Information System

The results show that majority 57% (87) of the respondents were not sure on whether the county could implement HRIS successfully. Moreover, 29% (44) disagreed while only 14% (22) of the respondents agreed that Isiolo County Government can successfully implement HRIS. Further on, the results indicated that 70% (107) of the respondents indicated that it was possible for Isiolo County to implement HRIS while only 30% (46) of them thought that it was impossible to implement HRIS in Isiolo County.

5.3 Conclusions

The study thus concluded on the leadership style that, leaders in Isiolo County Government utilized diverse types of leadership styles. This diversity could help ensure that decision making process was not rigid but dynamic and hence for the case of HRIS implementation process could be of advantage. In addition, the decision making in Isiolo County Government was to a large extent consultative. This could of great advantage especially when change was being implemented. This could reduce chances of rejection because the employees would own the anticipated change. Given this finding it was possible that majority of employees did not reject the process of HRIS implementation if they were consulted. However, the management seemed to be highly sensitive on whom they consulted in the course of operations. This created

division in the county government since many staff felt their presence was being undermined to warrant anything good.

The conclusions made on staff training indicated that depending on the situation either of the three methods could be used to train the employees. The fact that these methods were deployed implied that the employees were often trained when there was new change being implemented, including implementation of HRIS. Nevertheless, the training was poorly done with instances of not being trained at all on the implementation of the HRIS. This has negatively impacted on the utilization of HRIS. The county leadership did not sensitize the employees about training. This could deter employees from gaining additional skills while on job.

The conclusions made on change management indicated that even though change management was necessary to effectively implement HRIS some employees did not feel the need for change management. This was because the employees felt that they were okay with the current system and norms. The leadership did not articulately involve them in the vision attainment hence the main reason of employees not seeing the bigger picture.

The conclusions made on organizational policy indicated that there were policies in the county government though some employees were not be aware of them. In addition, even though the policies that were in place in the county could affect the implementation of the HRIS system, some employees did not know the link between policies and changes that could be initiated within the county. Few people were aware of the existence of a policy on the implementation of the HRIS system in Isiolo County Government since the county leadership was not doing much in sensitizing the employees about its policies on various issues. It was imperative that much was

needed to be done on the communication of policies guiding the implementation of HRIS in Isiolo County Government.

The conclusion made on implementation of human resource information system shows that there was lack of awareness on the system which was the reason for high uncertainty rates and inability to believe in the ability of the county to implement the system. In addition, majority of the employees had the confidence in their managers to implement the system if corrective measures such as training, communication of policies and appropriate leadership guidance were put in place.

5.4 Recommendations

The study recommended that Isiolo county government should create avenues that are meant to expand their circle of consultation to junior staff. The chain of command should begin from junior staff through their departmental head till the senior management who make up the county board. The departmental heads should ensure that they have consultative methods in place for junior staff to use when they wish to express a suggestion. The departments should coordinate with each other to cohesively present major suggestions to the board. This would increase their chances of being heard as compared to presenting suggestions individually.

The study recommended that the county government should develop various training programs that are meant to equip county staff with the necessary skills. The county board should liaise with an external body that offers professional training to help in training. This would improve tremendously the quality of training offered to international standards. The media department at the county level should come up with policies whereby training sensitization is beefed up to increase awareness. There

should be weekly and monthly communication through the county's website and social media platforms hence the communication should be easily seen by staff as they connect through social media.

The management should be more open minded and communicate frequently with the staff on where exactly the county was headed and what was needed to attain its vision and goals. Once the employees understand and internalize these things, it would motivate them to put effort so as to be part of realizing the vision. The county government should incorporate more staff through employment opportunities from Isiolo to encourage them because of culture. The departmental heads should constantly challenge their junior county staff to outgrow the status quo and aim for the best. This challenge should be related to assigning them demanding tasks and brainstorming with the junior staff on what their opinion towards various processes and procedures. The county management should enact policies that direct and clearly show how each employee fits in the vision and how their job outcome affects the whole county in general. This would improve sense of belongingness for the staff to accept change positively.

The study recommends that communications department should provide handbooks to all Isiolo county staff. These handbooks would contain all the policies that the county has put into place for increase in awareness. The county departmental heads should proceed henceforth to develop clear patterns and graphical presentations in their departments that provide information on how the roles fit into county's vision. This would enable employees get aware on any changes effected on the policies. The county government should have employee retreats, seminars and conferences that

help them come together sharing a common goal of improving the awareness on various county issues such as change of policies.

5.5 Suggestion for Future Research

This study was conducted in Isiolo County government. Therefore, since Kenya is made of other 46 counties, future research should examine other counties to ascertain whether they would get similar or different results.

The study also concentrated on only four institutional factors that influence human resource information system. Future studies should expand their scope to other factors like employee loyalty and employee motivation.

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APPENDICES

Appendix I: Questionnaire

Instructions

- Kindly don't write your name on the questionnaire.
- Please give an explanation or put a tick in the appropriate spaces provided

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender
Male []
Female []
2. Highest Education Level
Primary []
Secondary []
College []
University []
3. Department
.....
4. Length of service
1 – 5 years []
6 – 10 years []
Over 10 years []

SECTION B: LEADERSHIP STYLE AND IMPLEMENTATION OF HRIS

- 5 Does Leadership style affect implementation of Human Resource InformationSystem the county?
5.a Yes []
5.b No []
5.c Explain your answer.....
.....
.....
.....
- 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.					

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

.....

.....

.....

9 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?

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

.....

11 What methods do you use to train your staff?

- 11.a Technical skills development training []
- 11.b Apprenticeship []
- 11.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

.....

14 SECTION D: CHANGE MANAGEMENT AND IMPLEMENTATION OF HRIS

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

- 15.a Yes []
- 15.b No []

15.c Explain your answer in 14 above

.....

16 Are you aware of any recent changes in the organization?

16.a Yes []

16.b No []

16.c If yes, how was the change handled? Explain in the space provided below

.....

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					

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.

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

.....

.....

.....

.....

SECTION E: ORGANIZATIONAL POLICY AND IMPLEMENTATION OF HRIS

18 Are there policies in the organization?

18.a Yes []

18.b No []

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

19.a Yes []

19.b No []

19.c Explain your answer in 19 above

.....

.....

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

.....
.....
.....

IMPLEMENTATION

22 Isiolo county government can successfully implement the HRIS system.

Strongly agree () Agree (), Neutral (), Disagree,() Strongly Disagree().






23 Implementation of HRIS in isiolo county is impossible yes() no ()

Please explain.....

Appendix II: Introduction Letter



Appendix III: Nacosti Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 369124	Date of Issue: 02/July/2021
RESEARCH LICENSE	
	
<p>This is to Certify that Miss. Hadija Dida of Kenya Methodist University, has been licensed to conduct research in Isiolo on the topic: INFLUENCE OF INSTITUTIONAL DYNAMICS ON THE IMPLEMENTATION OF THE HUMAN RESOURCE INFORMATION SYSTEM IN ISIOLO COUNTY GOVERNMENT, KENYA for the period ending : 02/July/2021.</p>	
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Appendix III: Publication Document

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Relationship between Change Management and the Implementation of the Human Resource Information System in Isiolo County Government, Kenya

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ABSTRACT

Purpose: To establish the relationship between change management and the implementation of the human resource information system in Isiolo County Government, Kenya.

Methodology: This study was conducted in Isiolo County. Descriptive research design was used by the study to collect a total of 654 Employees of the county government of Isiolo who were the target population. The study employed stratified random sampling to select 30% of the employees in each stratum to obtain a sample of 196 employees of the county government. Data was collected using questionnaires. Data was then analyzed through SPSS version 23. The overall results were presented through inferential statistics such as regression, correlation and descriptive statistics frequencies and percentages. The data was presented using tables.

Results: The study found out that there is a relationship between change management and the implementation of the human resource information system in Isiolo County Government, Kenya. Change management had an R value of 0.791 and R square value of 0.627. This indicated that change management influenced 63% on implementation of HRIS. The other 37% remaining were determined by other factors. This indicated that change management was part of a key ingredient towards implementation of HRIS. It was found that change management had a relationship with implementation of HRIS.

Unique contribution to theory, policy and practice: The study concluded that even though change management was necessary to effectively implement HRIS some employees did not feel the need for change management. This was because the employees felt that they were okay with the current system and norms. The leadership did not articulately involve them in the vision attainment hence the main reason of employees not seeing the bigger picture. Therefore, the management should be more open minded and communicate frequently with the staff on where exactly the county was headed and what was needed to attain its vision and goals. Once the employees understand and internalize these things, it would motivate them to put effort so as to be part of realizing the vision.