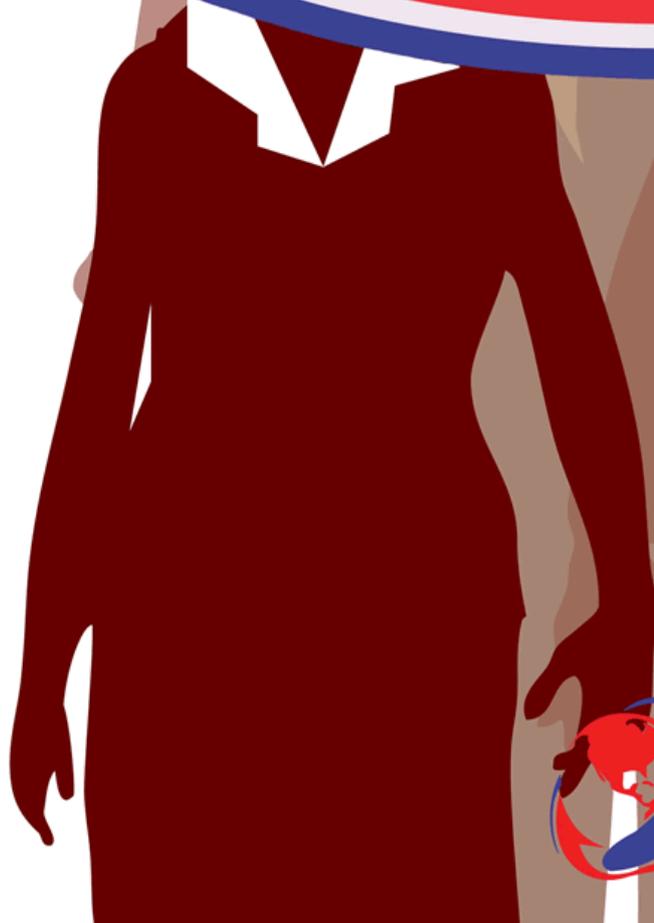# Journal of
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INSTITUTIONAL FACTORS INFLUENCING THE IMPLEMENTATION OF HUMAN RESOURCE INFORMATION SYSTEMS IN MACHAKOS COUNTY GOVERNMENT, KENYA

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

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Abstract

Purpose: The study was to investigate the institutional factors influencing the implementation of the Human Resource Information System in Machakos County Governments. The study was guided by the four objectives; to explore the influence of leadership style, staff training, change management and organizational policy on the implementation of Human Resource Information System in Machakos County.

Methodology: The study employed descriptive research design and data was collected using questionnaires. The study targeted 174 employees of Machakos County and a sample of 88 study participants was randomly selected. The data was analyzed using quantitative data analysis techniques with the aid of SPSS version 21. Correlation and regression were carried out to determine the influence of the independent variables on the dependent variable. Results were presented in tables.

Findings: The results showed a P-value of 0.038 implying that implementation of HRIS has a significant joint relationship with leadership style, staff training, change management and organizational policy which is significant at 5 percent level of significance. A t-value of 0.058 was established at 0.047 error margin. This shows that the statistics was significant at 95% significance level.

Unique contribution to theory, practice and policy: The researcher recommends that the County Executive Committee members should be ready to implement Human Resource Information System. This would ensure that the environment is welcoming for the system to fully be incorporated. The study further recommends that, the county leadership should allocate time, training manuals and framework and budget to train people on how to use and leverage the uses of Human Resource Information System, and on how to gain competitive advantage through Human Resource Information System. Change management programs should be put in place to ensure that employees fully adapt to the new technology installed. Clear policies regarding the implementation of the Human Resource Information System should be put in place to ensure smooth adoption and implementation of the system.

Keywords: *Human Resource Information System, Leadership style, Staff training, Change management, Organizational policies*

1.0 BACKGROUND TO THE STUDY

The use of human resource information system has been advocated as an opportunity for human resource professionals to become strategic partners with top management. The idea has been that human resource information system would allow the human resource function to become more efficient and provide better information for decision-making. It is often regarded as a service provided to an organization in the form of information. Implementation of human resource information system practices bears linkage to organizational performance; and focusing on the alignment of human resources with organization's information technology strategy as a means of gaining competitive advantage. Institutional factors are forces within an organization and have important implications on organizational performance. This can be either positive or negatively. They can affect the way an organization realigns itself to adapt to the changing world or environment to ensure growth. Human Resource Information System has been defined as a central automated human resource information system that manages data of employees and applicants such as Recruitment & Selection, Training & Development, Performance Management, Disciplinary Procedures, Grievance Procedures and Leave Administration. It seeks to merge all activities associated with Human Resource management. (Kovach, 2010).

HRIS is adopted by institutions because of the many advantages which it has on its performance. Such benefits include increased efficiency when it comes to making decisions in HR. such decisions made with the help of a HRIS increase quality and as a result, the productivity of both employees and managers should increase and become more effective. The HRIS also has a number of solutions that it offers to company that adopts it. Some of these include solutions in training, payroll, HR, compliance, and recruiting. The majority of quality HRIS systems include flexible designs that feature databases that are integrated with a wide range of features available. Ideally, they will also include the ability to create reports and analyze information quickly and accurately, in order to make the workforce easier to manage(Harvey, 2002). Through the efficiency advantages conferred by HRIS systems, a HR administrator can obtain many hours of his or her day back instead of spending these hours dealing with non-strategic, mundane tasks required to run the administrative-side of HR. Similarly, a HRIS allows employees to exchange information with greater ease and without the need for paper through the provision of a single location for announcements, external web links, and company policies. This location is designed to be centralized and accessed easily from anywhere within the company, which also serves to reduce redundancy within the organization(Kovach, 2010).

The ability to merge human resource elements through one database is the most crucial distinction to an effective system. This distinguishes the software both rigid and flexible. In order to cut on the manual workload of administrative activities, many firms have begun to electronically automate their processes by making use of human resource management systems(Kavanagh, 2017). Today, HR managers use internal or external IT professionals to develop and maintain an integrated Human Resource Information Systems. Initially, HRIS were limited to firms that are stable financially. This was due to the high cost needed to purchase the program. Currently HRIS constitute of most of the Human Resource management functional areas (Kovach, 2010). Its effect on simplifying the processes and functions cannot be overstated. While some organizations are adopting the use of HRIS, others have failed to realize its short-term and long-term benefits given the misperception about HRIS and lack of managerial foresightedness (Kavanagh, 2017).Realizing the

magnitude of HRIS applications, researchers have explored a broad array of influential factors for adoption of decisions and implementation of HRIS among business organizations. A number of studies indicate that only the firm size is consistent among the probable factors for HRIS adoption. Generally, majority of studies on HRIS have been focusing on developed countries, with a few in developing countries(Lawler, 2015).

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

According to Brien (2008) of Ireland, a large number of the institutions are leaving the traditional ways of personnel management and are moving towards modern approaches of human resource information systems (Brien, 2008). The human resource management issues are a concern for all levels of the line-mangers, because through HRIS, they have reached their goals in-time, which required effective and efficient manpower (Maditheti, 2017). In addition, having human resource information systems facilitates and improves human resource professionals own standing in the competitive field. According to another study carried out by Nawaz (2013), having a human resource information system increases the human resource processes effectively with the human resource department. Since there has been an increased recognition of the need to incorporate a wider range of information on personnel in order to ensure an effective HRM decision-making process. Human resource information system acting on more sophisticated information expert systems mainly support decision-making in managing human skills. The use of human resource information system would allow for the human resource function to become more efficient and facilitate better information for decision making (Nishad, 2014).

Several studies have also been carried out in Africa on the importance of HRIS in organizations and results have established significant benefits of using HRIS. For instance, Mugo (2017) carried out a study on the perceived effectiveness of human resource information system at Kenya Breweries Limited. The study findings established that according to the respondents, the HRIS generated quality information. It also established that although the system generated useful messages, it was not perceived as easy to use. Besides, not much has been done in the East African region and specifically in Kenya, despite it being the largest economy in the region, and therefore greater employment relationships. Most of the research in Kenya showed that most of the organizations despite being aware of HRIS they rarely make use of it. The trend is changing gradually and organizations are adopting HRIS for their HR needs. The concept of adoption of technology is universal (Kavanagh, 2017). However, there are certain constrains regarding the suitability of adoption of Western innovation models when these are to be adopted in Non-Western countries (Kinyua, 2012). In this regard, Kenya is obviously different from the Western societies in the context of technology, economy, and environment. So, exploring the applicability of HRIS adoption model in Kenya is likely to be quite different from the developed world.

These are considered to be essential in helping to fulfill the ever-increasing demands on HRM managers. Like other industrial and organizational phenomena, HRM has also benefited from advances in technology and knowledge, and this has led to the integration of management and technological processes, and the birth of HRIS. HRIS have assumed an imperative position in executing HR functions effectively and in responding to the existing and potential challenges of HR in today's knowledge- driven economy. With the growth and development of organizational processes, special areas of information and knowledge have appeared, which have necessitated the application of an information system (IS) for better data management. This system may help to utilize the data better for the advantage of HRM (Kovach, 2010). The benefits arising from investing in HRIS are wide and diverse (Bardwell, 2004). An effective HRIS gives a lot of information compiled on the data base at the click of a button. The information is on almost everything that the organization seeks to establish about past and current employees, in addition to candidates seeking jobs. Organizations need to acquire a HRIS and tailor it to meet its expectations. With an appropriate HRIS, HR staff is free to execute more strategic functions since they are able to execute primary functions. Similarly, information on career growth, training, employee equity becomes easily accessible. Finally, it becomes possible for staff to be able to handle and make decisions effectively (Clampitt, Berk, & Williams, 2002).

Most organizations are adopting HRIS to improve the accuracy of information, timeliness and cost reduction. The review shows that leadership, staff training, change management and organizational policy are key factors affecting the implementation of HRIS. In spite of the growing interest in the adoption of this software, it presents organization with new challenges as well as benefits. Many studies have been done on HRIS locally. Atika (2011) researched on the factors influencing the effectiveness of HRIS at the National Cereals Board, Kenya and concluded that user satisfaction, attitudes, beliefs, cultural and behavioral issues as key areas that influence successful implementation of information systems (Atika, 2011). Kinyua (2010) did a study on challenges facing state corporations in Kenya in the implementation of HRIS in Kenya and his findings indicated that the adoption and use of ICT remains a major challenge in the implementation of HRIS in Kenyan State Corporations. Currently, there are few studies conducted on the institutional factors influencing the implementation of HRIS in county governments in Kenya. This study seeks to bridge this gap by providing in depth analysis of these factors and making recommendations.

1.1 Profile of Machakos County

Machakos County is a county of Kenya. Its capital is Machakos. Its largest town is Machakos, the country's first administrative headquarters. The county had a population of 1,098,584 as of 2009. The county borders Nairobi and Kiambu counties to the west, Embu to the north, Kitui to the east, Makueni to the south, Kajiado to the south west, Muranga and Kirinyaga to the north west. The county has been selected as the home to the upcoming Konza technology city due to its proximity to Nairobi City, good infrastructure and availability of massive chunks of land.

1.2 Statement of the Problem

Human resource information system is implemented at three different levels: the publishing of information; the automation of transactions; and, a change in the way human resource management is conducted in the organization by transforming human resource into a strategic partner with the line business. The evolution of human resource as promoted by human resource information system evolves from information to automation and from automation to

transformation. According to Sanjay (2009) the implementation of computerized human resources functions is a great challenge for organizations. The macro and micro-factors influencing a business are very dynamic and this leads to requirement of continuous monitoring and accommodating the changes in the implementation strategy accordingly.

Machakos County is among forty-seven (47) sub Governments in Kenya that split from the National Government with promulgation of the 2010 constitution. Since promulgation of the Constitution in 2010, county governments inherited a large number of staff from the municipalities. The counties have continued to struggle with bloated workforce due to lack of human resource planning, very huge wage bills that hinder development due to existence of ghost workers. HRIS enables organization to enter data track and analyze information related to employees such as remuneration appraisals, attendance training and development payroll management and accounting. Machakos county government has been using the MS EXCEL spreadsheet to process information which has no unique identifier and this is prone to errors and defalcations could easily be perpetuated without being detected. Over the past six years, Machakos County Government has been undertaking several Rapid Administration Reforms and Modernization Programs (RARMP), all geared towards improving its performance and rationalizing its strategic transformation hence the need for this study. It is against this background that there is a need to examine the transition and utilization of all human resource within the County as should be aided by HRIS. This study seeks to answer if Institutional factors influence the implementation of HRIS in Machakos County government.

1.3 Purpose of the Study

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

2.0 LITERATURE REVIEW

2.1 Model of Diffusion of Innovation

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

2.2 Integrated Management Competency Theory

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

for County governments to ensure that they have staff with the right knowledge, skills, abilities, and behavior to perform jobs effectively. This in return will ensure the implementation of HRIS is successful since these competencies identified are the basis for planning and development of the activities performed by management. This theory asserts the need for staff training and proper organizational policies in the implementation of HRIS in the county governments.

2.3 Empirical Studies

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

Kovach & Cathcart (2010) carried out a study on the monitoring and evaluation of HRIS in ensuring maximum performance. He noted that the monitoring and evaluation process should determine whether or not the HR1S has performed up to its expectations and if the HR1S is being used to its full advantage (Byars & Rue, 2004). One of the most significant challenges faced by public personnel executives today is measuring the performance of their human resources information system (HRIS). This indeed will justify the value-added contribution of the HRIS to accomplishing an organization's mission (Hagood & Friedma, 2002). Implementing an HRIS program may seem a necessary step for a company. Unless it is well utilized as an effective tool for HR operations, it will not help increase efficiency and may hinder it instead. A more comprehensive view of HRIS is thus achieved by arguing that the successful introduction of these systems can neither be understood nor practically achieved without attention to the strategic exchange processes engaged at both the level of organizational strategy and at the level of individual and group projects.

A study by Kinyua (2012) shows that; autocratic leadership discourages creativity and demoralizes employees. Democratic leadership is participative in nature and can lead to implementation of HRIS with reduced resistance to change while transformational leadership is the most ideal for the implementation of HRIS. Strong commitment by top management, particularly to innovation leads to early adoption of technology. Lack of top management commitment impedes the implementation of HRIS. Given the important role of top-level managers in organizations, it is not surprising that top management support has been one of the most widely discussed organizational factors in several HRIS adoption studies.

Hendrickson (2003) carried out a study on challenges facing the implementation of HRIS in developing countries. He found out that, much as implementing a new system can positively impact a business, there is need to provide a foundation for development and improvement.

Training has a key role to play in delivering successful implementations, as the way people are introduced to any new system and how they learn to use it may be the main contact they have with the programme. Delivering training that engages people, motivates them to embrace change and encourages improvement is the key. Education should be a priority from the beginning of the project such that money and time should be spent on various forms of education and training. Training, reskilling and professional development of the workforce is critical. Computer skills training for relevant employees will help achieve optimal human resource information system effectiveness (O'Connell, 2007).

According to Harvey (2002), the rule of thumb to effective change management is to build awareness through communication. Communication will help the employees understand the reasons for the change, the effects of the change and the role they will play during the change process. As such it is imperative for the managers to plan the communication by carefully analyzing the audiences, the nature of the message and the timing of the messages in order to have better impact. For example, an organizational model by Leavitt includes people, structure, tasks and technology management (Afshan, Irum, Ahmed & Mehmood, 2012). De Jager (2007) in his study on effective change management argues that effective change management requires matrix management, as the authority to change a process in all the departments that it moves through cannot be delivered through a silo-based management structure. Change management especially on employees brings together two distinct streams of work: Delivery of structural change through the introduction of new systems, processes, people, product and service innovation and the creation of new markets, suppliers, customers and competitors; and Behavioral change leading to a new emphasis, new culture and values, and changed priorities for each individual impacted by the structural change.

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

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

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive research design. As suggested by Cooper (2011) a descriptive design focuses on answering questions like what, where, and how of a subject. The study targeted all the employees of Machakos County as the ideal population for the study. The study therefore adopted the stratified random sampling technique to select 50% of

employees in each stratum to obtain a sample size of 88 study respondents. Primary data was collected by the use of questionnaires. Questionnaire was considered a suitable tool for the data collection since a questionnaire often eliminates subjectivity which is common with other tools of data collection such as interviews(Saunders, 2009). A Likert scale questionnaire was used to make it easier to measure levels of agreement or disagreement on certain variables. The questionnaire was piloted on 20 county employees from the neighboring Kitui County to improve on the instrument before the performance of full-scale research. Collected data was coded to facilitate data entry into the computer to allow for statistical analysis. The researcher made use of statistical package for social sciences (SPSS) to aid the analysis of data. Descriptive statistics such as frequencies, percentages were used to present data and inferential statistics such as multiple linear regressions were used in the process of data analysis.

4.0 FINDINGS

A total of eighty-eight (88) questionnaires were used to collect data in the study. Self-administered questionnaire method of data collection was adopted to increase the objectivity of the research as well as the response rate. The filled questionnaires were scrutinized seventy-one (71) questionnaires were found to be complete. According to the data collected, 49 of the respondents were male making a percentage of 69.01 percent while their female counterparts composed of only 22 making a percentage of 30.99 percent. This could mean that there is no gender equality in the administration, and the opinion of both genders is important for this study. An assessment of the level of education of the respondents showed that, 52 of the respondents making a percentage of 73.24 had at least a university degree and above. Eighteen of the respondents making a percentage of 25.35 had a college diploma or certificate and only one respondent making a percentage of 1.41 had only a secondary school certificates while none had a primary school certificate. This sought to determine if the employees at the county were skilled enough to be able to implement the HRIS. It is concluded that the employees had the right academic credentials and were qualified enough to understand the field of HRIS.

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

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

between 1 to 5 years making a percentage of 28.17 while 17 making a percentage of 23.94 have worked in the county government for a period of over 10 years. This implied that all the respondents had sufficient knowledge on the operationalization of HRIS in the county.

4.1 Regression Analysis

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

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

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

A correlation matrix was run in order to identify the existence of relationship between the variables. Pearson Product Moment Correlation coefficient was used for the correlation analysis; the (r) was used to determine the linear relationship between the variables of interest to the study, the (R^2) coefficient of determination was equally meant to identify the goodness of fit.

Table 1: Model Goodness of Fit

r	r^2	adjusted r^2	standard error of estimation
0.771	0.631	0.532	0.06227

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

b. Dependent Variable: Y (implementation of HRIS)

Regression analysis was used to establish the relationship between Y and the factors that affects variables. The results showed a correlation value (R) of 0.771 which depicts that there is a good linear positive dependence of implementation of HRIS on leadership style, staff training, change management and organizational policy. R^2 to test the goodness of fit of the model was 0.631 indicating that the regression predictions perfectly fit the data.

With an adjusted R^2 of 0.532, the model shows that leadership style, staff training, change management and organizational policy explain 53.2 percent of the variations in implementation of HRIS while 46.8 percent is explained by other factors not in the model. The standard error of estimation was at 6.22% meaning the model was perfect at a 94.78%.

Table 2: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.181	3	1.394	3.135	0.038a

Residual	15.562	35	.445		
Total	19.744	38			

ANOVA statistics gave a P-value of 0.038 which implied that implementation of HRIS has a significant joint relationship with leadership style, staff training, change management and organizational policy which is significant at 5 percent level of significance. This also depicted the significance of the regression analysis done at 95% confidence level.

Table 3: Regression Coefficient Results

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

a. Dependent Variable: Y implementation of HRIS

From the data in table 1 above, there is a positive relationship between Y and leadership style, staff training, change management and organizational policy.

The established regression equation was:

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

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Interpretation of Findings

This section attempts to provide vivid interpretation of the findings obtained relating to the objective of the study. To establish the factors influencing implementation of HRIS in Machakos County, a multiple regression analysis was conducted to establish the relative influence of the factors under study on the implementation of HRIS. The results showed a correlation value (R) of 0.771 which depicts that there is a good linear dependence of Y on leadership style, staff training, change management and organizational policy. ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables thus show whether a relationship exists between the two. The P-value of 0.038 implies that implementation of HRIS has a significant joint relationship with leadership style, staff training, change management and organizational policy which is significant at 5 percent level of significance. This also depicted the significance of the regression analysis done at 95% confidence level.

The regression results show that, when leadership style, staff training, change management and organizational policy have zero values, the dependent value would be 7.724. It is also established that a unit change in leadership style would result in a 0.719 positive change in Y

and a unit change in staff training would lead to a positive 0.456 change in implementation of HRIS and so on. This statistic had a t-value of 2.387 at 0.023 showing that the statistic is significant at 95% confidence level. A t-value of 0.058 was established at 0.047 error margin. This shows that the statistics was significant at 95% significance level.

On the factors affecting the implementation of HRIS, there was consensus on leadership style influences implementation of HRIS. Although the style of leadership of the county government was not clear, most respondents felt that it was either democratic or transformational. A great percentage of respondents felt that it was important for the management to encourage employee participation in decision making as well as support use of new technology. New technology is introduced to motivate employees and make their work easier was the opinion of most respondents. Management provides guidance to employees when implementing new technology. The management engages employees to establish possible challenges before introducing new technology. Employees are well trained on the implementation of HRIS. These findings agree with the findings of Grant et al (2006) in studying the impact of human resource information system in four organizations based in Australia realized that the potential of human resource information system to deliver the strategic competencies promised remained unrealized. Initial findings from the four case studies suggested that although new or upgraded human resource information systems were being used to automate and devolve routine administrative and compliance functions traditionally performed by the human resources function, the potential for the technology to be used in ways that contribute to the strategic direction of the organization were not being realized.

On the influence of training on implementation of HRIS, respondents agreed that there should be a clear training policy in the organization to allow employees acquire the needed skills. The management of the county should hire employees with the right kills and employees with inadequate skills should be retrained to acquire the required skills before the introduction of new technology the county government ensures existing and new employees are appropriately trained. These findings agree with the findings of Makanyeza (2013), who carried out a study on the role of training in the implementation of HRIS in organizational performance. He found out that HRIS system processor was vital in editing and recording personnel information thus sufficient training on the employees applying it needs to be thorough for its performance to be above average. He further noted that the functional application of the computerized HR function might be misleading if the implementers are not well trained on its applications.

The study further agrees with the findings of Mayfield (2003) who found out that lack of computer knowledge has been attributed to slowness in applying information technology to human resources departments. User skill level may be strongly related to the variance in attitudes toward the value of human resource information system. One of the potential problems of human resource information system management is a lack of employee technical training and experience in information management. For a successful human resource information system, appropriate training should go to all human resource staff, line managers, as well as other employees. On change management, the respondents thought that the county government employees should be well trained on how to cope with new technology and before the introduction of new technology the county government ensures existing and new employees are appropriately trained on change management. The management should also

fully involve employees in the change management process and information on change is effectively communicated to all that are to be affected by the change.

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

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

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

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

5.2 Conclusions

The leadership style is critical to HRIS implementation. In addition to verbal support, top management need to demonstrate their confidence in HRIS by personally utilizing the system. Frequent personal HRIS usage may result in sufficient resources and an increased pressure for HRIS success. Leadership style assists in identifying project initiatives, priorities, as well as serving as a project advocate to other upper level managers within the organization. Once the implementation process begins, then management's role shall be to effectively assist in removing obstacles; help to gain consensus on key decisions, and work towards helping the team meet key deliverables throughout the implementation process. This conclusion agrees to Chan and Mills (2002) who concluded that autocratic leadership discourages initiative and demotivates employees such as implementation of HRIS.

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

Staff training and development are processes that attempt to provide an employee with information, skills and an understanding of the organization and its goals. Training plays a very critical role in implementation of any new system not only HRIS. Budget support for system development, continuous training and cooperation of HR department and line managers should therefore be in place and forthcoming (Makanyeza, 2013). Communication between managers and employees needs to be encouraged. Proper communication from top management to middle management and to junior staff is essential in enhancing HRIS implementation. Using the HRIS system, employees' organization-wide can communicate more effectively with management, obtain access to company information for personal advancement such as job availability and other career opportunities, and check basic data to ensure their own rights. This conclusion agrees with the conclusion of Hendrickson (2003) who carried out a study on challenges facing the implementation of HRIS in developing countries. Concluded that, however implementing a new system can positively impact a business, there is need to provide a foundation for development and improvement. Training has a key role to play in delivering successful implementations, as the way people are introduced to any new system and how they learn to use it may be the main contact they have with the programme.

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects (Harvey, 2002). For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.

Resistance to change is one of the greatest challenges change managers face, particularly when the changes involve the use of information technology. The employees of the county are not prepared to handle the change that may come as a result of implementing the HRIS. This makes them resistance to change as they are unable to use the system. The HR department requires more resources as to implement the system. Maintaining change management is tough under any circumstances especially that which relates directly to people and the environment (De Jager, 2007) Organization policies often reinforce and clarify standard operating procedure in a workplace. Well written policies help employers manage staff more effectively by clearly defining acceptable and unacceptable behavior in the workplace, and set out the implications of not complying with those policies. At present, Machakos County government does not have existing policies on implementation of the HRIS hence adoption process may be delayed. Employees' input in the policy formulation process is very important during HRIS implementation as they are the end users. Job aids for different users also need to be identified during the system implementation. In the conclusion

of Harvey (2002) organizational policies usually support and spell out standard operating procedures in a workplace. They also promote efficiency, motivate workers and stimulate employee performance. Implementation of systems relies on the existing policies.

5.3 Recommendations

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

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

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

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