

**FACTORS INFLUENCING THE IMPLEMENTATION OF HUMAN RESOURCE
INFORMATION SYSTEM AT KENYA REVENUE AUTHORITY**

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DECLARATION

This project is my original work and has not been presented for the award of a Degree or any similar purpose in any other institution.

Signature: 

Date: 29th Nov 2022

Supervisor: This research project has been submitted with my approval as the University supervisor.

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ABSTRACT

Human resource is the chief source of competitiveness in the era where society is struggling for excellence. The top-performing global firms rely on technology, strategic positions, or patents and effective management of the workforce for a sustained advantage in the market. Currently, no single business can soar without technology other than human labour. Hence, the research will identify essential factors affecting the implementation of HR information systems at the Kenya Revenue Authority (KRA). The study will adopt a descriptive survey research design to study the KRA employees in Nairobi Headquarters. The study applied a stratified random sampling method. Primary data was gathered using online questionnaires to the selected participants from KRA. The researcher analyzed study data using descriptive statistics, including frequencies, percentages, standard deviations, pie charts, and ranking orders.

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ABBREVIATION AND ACRONYMS

HR Human Resource

HRM Human Resource management

HRIS Human resource information systems

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The explosion of knowledge and a consistent flow of information has driven the world as businesses compete in existing in the ever-evolving marketplace (Wandhe, 2020). Furthermore, information systems are the tools used to improve customer experience, reduce cycle times, and minimize business costs (Wandhe, 2020). To improve business performance, organizations require an efficient planning and control system that synchronizes their planning processes. Wandhe (2020) further suggests that an information system that aligns with primary business processes can help achieve success by creating quality goods and services. The technological revolution that is highly attributed to advancement in ICT has been pivotal on economic development in recent years (Rahman, Mordi & Nwagbara, 2018). Therefore, the scientific revolution has changed many aspects of humanity, such as education and industry. Organizations must be ready for changes arising in different areas. Competence in HR will be defined by how companies strategically use data. The benefits of applying technology in HR processes shall advance beyond just using computers for filing (Rahman, Mordi & Nwagbara, 2018). Despite the implementation of HR information systems, there are many problems tied to them. Similarly, firms face problems when adopting new technologies because of many barriers, including insufficient capital and skills, maintenance costs, lack of support by the top management, commitment, lack of HR knowledge system designers. This study combines some of the factors observed by previous scholars to assess the impediments to implementing the HR information systems at KRA.

1.1.1 Human Resource Management

Human resource management (HRM) involves the management of a company's resources for proper attraction, selection, training and assessment, among other responsibilities in compliance with labour laws (Amstrong, 2020). HR can also serve as a primary liaison with team member unions during collective bargaining agreements (Amstrong, 2020).

HRM also covers the strategic management of the employees who contribute to realising an organization's strategic goals (Chams & García-Blandón, 2019). It contributes to about 70% of an organization's productivity. Therefore, companies do not rely only on market realities and sustainable competitive advantages for existence. Productive companies consider the workforce as the chief asset through which they manage quantitative and qualitative aspects.

1.1.2 Human Resource Information System

A human resource information system (HRIS) is one of the critical tools HR professionals use in the company's administration functions (Kavanagh & Johnson, 2020). HRIS is a computerized system used to store, retrieve, distribute, manipulate and acquire information. Modern HRIS help automate HR planning functions for effective decision making. The systems are linked to other departments to enable regular communication across departments (Kavanagh & Johnson, 2020). Hence, the systems must uphold data security so secure data while enabling employers and workers to communicate and nurture a strong relationship with unions and management committees (Armstrong, 2020). New HRIS are advanced in technology and provides competitive advantages when used well. Thus, adopting such systems must be macro-oriented, proactive and long term focused since HRM is an asset and not a liability (Kavanagh & Johnson, 2020).

1.1.3 Kenya Revenue Authority

Kenya Revenue Authority is a Kenyan agency mandated to mobilize, administer tax administration and revenue stability in Kenyan revenue collection. It was established in 1995 to foster proper coordination in controlling and coordinating taxes. KRA gears towards upholding integrity, respect and fairness in the world. The agency is subdivided into five regions with a centralized human resource management department at the head office. Coordinating a workforce of over fivethousand employees, therefore, requires an efficient system.

The reforms within the Authority are meant to enable it to evolve into a modern, flexible and integrated revenue collection agency. KRA is being managed through the adoption of corporate plans. Currently, it is implementing its fifth corporate plan for the period 2012 – 2015, intending to transform the parastatal into an integrated, modern client-based arm. The RARMP process adopted proposal management and business analysis techniques per international best practice with the creation of the Programmed Management and Business analysis Office (PMBO) under the office of the Commissioner-General. This has led to the development of an institutionalized administrative framework for the RARMP making it easier to track progress in the reform initiatives and enhance proposal ownership and acceptance to change from both internal and external stakeholders. Amongst the proposals being implemented under this programme is the human resource revitalization proposal, in which the implementation of a human resource information system is hinged upon. The HRIS in the Authority is meant to carry out all the human resource functions, more specifically, leave approval, procurement, human resource planning, online recruitment and even disciplinary functions.

1.2 Statement of Research Problem

HRIS is an opportunity for HR professionals to become efficient and make better decisions in the top management as strategic partners (Kavanagh & Johnson, 2020). The evolution of HR revolves between information and automation. It involves utilizing technology by publishing information, automating transactions, and changing HR practices in line with the business goals (Kavanagh & Johnson, 2020).

With the rapid technological advancement, companies still face challenges implementing computerized systems. The micro and macro facets affecting businesses are dynamic, raising the need for unceasing monitoring and integrating necessary changes to achieve the strategic plans. Effective adoption of HRIS impacts the company's overall performance and alignment of competitive advantage (Kavanagh & Johnson, 2020). The management is charged with the mandate to transform HR from acting as a mere tool at the workplace to an essential asset in realising the firm's objectives.

Though HRIS is a great contributor to workplace productivity, its adoption is still an issue at KRA. Like typical government institutions, quick implementation of technologies results in adverse failure despite the heavy investments incurred to implement them. Over the past nine years, Kenya Revenue Authority has been undertaking several Administration Reforms and Modernization Programmes (RARMP), all geared towards improving its revenue performance and rationalizing its strategic transformation. HR office in KRA supports the overall business strategy of the Authority through ways like adopting HRIS. Given this, the department introduced the system in the Authority in 2007 but has since been experiencing challenges in its implementation, thereby not being able to effectively support the Authority in achieving its objectives. Human resources managers continue to face growing difficulties in coping with

workforces that are spread across various counties, regions, cultures, and political systems. Hence, HR system management is completely inadequate (Beckers & Bsat, 2009).

Several studies have been done on human resource information systems locally. For instance, Atika (2011) investigated the impediments to adopting HRIS at Kenya's National Cereals and Produce Board. The study concluded that user satisfaction, attitudes, beliefs, cultural and behavioural issues are key factors influencing the successful implementation of information systems. Kinyua (2010) studied the challenges facing state corporations in Kenya in the implementation of HRIS. The findings indicated that the application of ICT remains a chief contest in the enactment of HRIS in Kenyan state corporations (Kinyua, 2010). M'mbui looked at the effect of the performance appraisal system on team member job satisfaction at KRA and noted that that performance appraisal system facilitates the parastatal and workers to meet targets, but job satisfaction will be unsatisfactory. Obwaya (2010) researched the effectiveness of the employee performance management system at the Kenya National Audit Office. The study revealed the strengths of worker performance, such as yielding timely reports due to the commitment and dedication of staff and improved quality, efficient and effective service. The study recommended that the management shed off the bureaucratic tendencies and adopt best practices of rewarding.

Despite a great effort by the management and the heavy investments that have been made in the information technology-based reforms at the Authority, the implementation of HRIS still appears to be a serious challenge. Even though studies have been done on HRIS, little study has addressed the impediments of sluggish implementation of the system at KRA. The researcher, therefore, concludes that this is a research gap that needs to be addressed. Failure to establish such factors could lead to the system proposal being labelled a white elephant leading to public

scrutiny and criticism. The researcher, therefore, plans to address this gap in knowledge by establishing factors influencing the implementation of a human resource information system at KRA.

1.3 Purpose of the Study

The research focuses on establishing the factors that influence the implementation of HR information systems at KRA.

1.5 Research Questions

- i. What factors influence the implementation of the HR information system at KRA?

1.6 Objective of the study

1.6.1 General Objective

To establish the factors influencing the implementation of the HRIS at the Kenya Revenue Authority.

1.6.2 Specific Objectives

- i. To determine the influence of the top management's support in the implementation of HRIS at KRA.
- ii. To determine the influence of effective communication on the implementation of HRIS at KRA.
- iii. To explore the influence of training in implementing HRIS at KRA.
- iv. To assess the influence of support of the Information Communication and Technology (ICT) service desk in implementing HRIS at KRA.

- v. To examine the influence of support of the Human Resource department in the implementation of HRIS at KRA.
- vi. To determine the influence of user involvement and participation in the implementation of HRIS at KRA.

1.7 Significance of the study

The investigation will be useful to KRA for both current and future reform initiatives that the Authority will implement. It will provide a basis of consistent and quality information to support management decisions. It will also provide insight for similar or related proposals in the public sector.

In academia, the investigation will contribute to the body of knowledge and be a stimulus for further studies countrywide hence build on the literature in Human resources. Public corporations will benefit from advanced planning, coordinating, and direct research on the organization's technological systems to ensure practical administration.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a relevant literature review gathered concerning the study. It covers areas on human resource management, human resource information system, contents, and factors affecting the implementation of human resource information systems.

2.2 Human Resource Management

Dessler, Al Ariss, and Dessler (2012) piloted that HRM involves the procedures and practices encompassing the human resource aspect within organizations. It is the people resource that performs many pivotal roles in the organization. Managers need to view the workforce as assets (Kavanagh & Johnson, 2020). The key functions of the HRM include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more (Kavanagh & Johnson, 2020). Johnson and Scholes (2004) noted that firms need to constantly innovate and be “ahead of the curve” in business practices and strategies to thrive in the chaotic and turbulent business environment. HR persons are therefore motivated to be at the peak of the pack as a pivotal tool for successful management (John & Scholes, 2004).

They also noted that the practice of HRM ought to be integrated with a common strategy to ensure effective use of labor and maximize profitability. Unless the HRM practice is designed in this way, organizations will regularly lose due to the under-utilization of the workforce. Studies reveal that HRM will encounter different challenges in its existence.

2.3 Human Resource Information System

Advancements in technology have facilitated the development of real-time information-based, self-service, and interactive work environments (Ngwenya, Aigbavboa & Thwala, 2019). Information systems have transformed from automated team member recordkeeping into complex reprint and decision-making systems. Today, managers and employees are assuming activities once considered the field of human resource professionals and administrative personnel (Ngwenya, Aigbavboa & Thwala, 2019). Availability of information for making decisions increases efficiency in organizations. As a result, given the authority and relevant, accessible information for decision-making, managers and employees react more rapidly to changes (Ngwenya, Aigbavboa & Thwala, 2019). The system is considered as a systematic procedure for collecting, storing, maintaining, and recovering data required by the organizations about their human resources, personnel activities, and organizational characteristics (Ngwenya, Aigbavboa & Thwala, 2019). They argued that human resource information system varies among organizations in relation to their size; it can be informal as the payroll records and time cards in a small organization (Ngwenya, Aigbavboa & Thwala, 2019). For huge organizations, corporate success depends on the coordinated strategic management and integration of the company's human resources and information technology.

Grant et al. (2006), in studying the impact of human resource information systems in four organizations based in Australia, realized that the potential of human resource information systems to deliver the strategic competencies promised remained unrealized. Initial findings from the four case studies suggested that although new or upgraded human resource information systems were being used to automate and devolve routine administrative and compliance functions traditionally performed by the human resources function, the potential

for the technology to be used in ways that contribute to the strategic direction of the organization were not being realized. More specifically, the results suggested that the opportunity to enhance human resources' role as a strategic partner due to the use of the system will be hindered by three main challenges. First, maintaining the senior management's commitment is an issue. The second issue is managing the complexity of a specific system and its functionality. The third challenge stemmed from barriers associated with the system's acceptance among key managers and employees, along with the importance attached to managing the change processes associated with the implementation and introduction of the new or upgraded systems.

Ngai and Wat (2006) surveyed the implementation of HRIS in Hong Kong companies and found that the chief advantage of using HRIS is faster response and access to information organizations. Besides, inadequate finance is a great encounter. Previous studies examining factors that affect information systems suggest such elements as perceptions, user experience, support from management, etc.

Most of the above reviews focused on describing HRIS, but there is little, or no research examined characteristics in developing countries since the notion of HRIS is still in the primary stages of adoption. Most studies were done in developed countries; hence this study will contribute immensely to the knowledge of this area in Kenya. Thus, this study is timely and important as it examines the factors influencing the implementation of HRIS at the KRA.

2.4 Contents of Human Resource Information System

As the new economy shifts gears, we enter an era when the careful examination of value creation is not enough (Strohmeier, 2020). Therefore, entrepreneurs invested further in

information technology and information systems to lead the market and gain a competitive advantage (Strohmeier, 2020). Gradually, information systems turned out to be the backbone of organizations, used for most operational level activities such as sales/marketing systems, manufacturing/production systems, finance/accounting systems, human resource systems, etc., furnishing effective and efficient services.

Furthermore, an information system has been developed to support business decision-making in order to increase the quality of business decisions (Strohmeier, 2020). Kavanagh and Johnson (2020) also noted that HRIS functions with HRM systems such as HR planning, training, career development, and compensation management. The further explained HRIS in a continuum namely; transactional processing system, management information system, decision support system, and executive support system (Kavanagh & Johnson, 2020).

Transaction processing systems are the common in use at the operational level in many organizations. It is used to record transactions necessary for business operation such as skills ~~in~~ payroll, employee training data etc., Management information systems (MIS) are used by managers for making reports, frequent access to online data and other tasks related to management. MIS mostly serve integral functions of the company.

Decision-support system (DSS) also serves the management level to by managers to facilitate making unique decisions such as succession plans of the organization. DSS are used to make decisions where there is no predefined procedure for arriving at a decision. Senior managers use executive support systems to help them make decisions. Executive support system (ESS) is used at the strategic level of the organization. It addresses non- routine decisions requiring judgment, evaluation, and insight because there is no predefined method for arriving at a

solution. It is designed to incorporate data about external events, such as new employment and labour laws, but they also draw summarized information from internal management information system and decision-support system. The systems support ~~the~~ different organizational levels. In most firms, these systems are loosely coupled resulting in inefficient information transportation from one to another, leading to failure to respond quickly to the challenges in the business environment. Lack of system integration becomes crucial when organizations try to achieve corporate objectives. Kavanagh and Johnson (2020) also cites that it is important to use these systems to manage information flow across the firm definitely advantageous to integrate these systems so that information can flow easily between different parts of the organization and provide management with an enterprise-wide view of how the organization is performing as a whole (Kavanagh & Johnson, 2020).

2.5 Factors Influencing the Implementation of HRIS

Implementation of human resources information system is an organizational change. For any ~~one~~ change, resistance is expected (Strohmeier, 2020). To ensure successful HRIS, context issues need to be assessed (Strohmeier, 2020). Successful human resource information system implementation relies on the support of top management, the support of the information department, the involvement of human resource leaders, support of human resource staff, computer knowledge of human resource staff, and human resource information system training (Strohmeier, 2020). These six influencing factors are discussed as follows:

2.5.1 Top Management Support

Support from the top management influence the acceptance of new technologies in organizations. The management must assent to the proposal and align it to the strategic

objectives. They must give the proposal a priority and stay committed by allocating vital resources required for implementation. Resources can be financial, time or information. Inadequate resources will attract failure. The department must understand the importance of such systems for compliance.

2.5.2 Effective Communication

Effective communication is critical to the implementation of new systems since expectations should be addressed at all levels. Users should also provide their views and reactions. Communication involves advertising and promoting proposal teams to the whole company. Workers must be told the scope, objectives, activities, and frequency of updates in the early stages of implementation. The proposal team should use explicit language. Cross communication is also important to motivate the team. Motivation should be through constructive feedback. Leaders should therefore be good communicators.

2.5.3 Training

Training the team about a system helps increase the knowledge about the systems by minimizing errors or difficulties tied to system usage. A training program should engage and motivate the staff to accept the changes in place. Computer literacy is a requirement for better performance of HRIS. Hence, user training should be emphasized by investing in development programs. Besides, the management should distribute user manuals and other essential documents to guide system users.

2.5.4 Support of Information Communication and Technology Department

The ICT department plays a pivotal role in the introduction of information systems. HR department should therefore collaborate with the ICT department to gain the necessary guidance on the use of technology.

2.5.5 Support of Human Resource Department

The HR department must be involved in the adoption of HRIS since it is the main beneficiary. Research suggest that the HR department must be proactive in advocating for proposal and the scope of HRIS especially in resource acquisition. Besides, computerization of processes is perceived by the HR professionals as clerical work. Furthermore, HRIS may foster maximum exchange of information.

2.5.6 User Involvement and Participation

Involvement of system users is important especially the HR staff. Resistance to change and computer phobia are impediments to human resource information system implementation. User participation is crucial to ensure understanding of the advantages of a system. ICT members should also engage all the staffs such as the clerks. Everyone should be hungry for organizational change.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the technique to be used in conducting the study for it to realize the anticipated results. It highlights the research design and methodology in terms of the population of the study, sampling design, data collection techniques, data analysis and presents relevant information with reference to collection of primary data, analysis and presentation of the techniques.

3.2 Research Design

The researcher will adopt a descriptive survey design. Descriptive survey is a fact-finding enquiry and its purpose is the description of the state of affairs as it exists at the present since the researcher has no control over variables and can only report what is happening (Kothari, 2004).

3.4 Study Area

The research will be done in KRA Headquarters, Nairobi.

3.5 Target Population

The population will consist of 2000 employees of KRA headquarters, Nairobi.

3.4 Sample Size and Sampling Technique

A stratified random method will be used. A random sample of the employees will be drawn from Nairobi and the respondents will be randomly selected from the three levels of staff at the Kenya Revenue Authority, namely the senior management, middle-level management

and junior level staff. According to Kothari (2000), a representative sample is one that is at least 10% of the population. The researcher used 10% of the sample, as summarized below in the table.

Table 3.1 Sample Design

Department category	Population	Sample Frame			
		Senior Managers	Middle Managers	Junior Staff	Sample (10%)
Corporate support service	357	57	86	214	36
Revenue departments	1480	122	260	1098	148
Technical support services	99	12	22	65	10
Information technology	64	8	14	42	6
Total	2000				200

Source: <http://www.kra.go.ke>)

3.5 Research Instruments

The researcher will administer questionnaires to the respondents. Questionnaires are the best tools to get data from a large population like the KRA.

3.6 Validity of Measurements

As indicated by Mohajan (2017), research is regarded as valid by considering instruments and the effectiveness of such instruments used to conduct the intended purpose. Since validity is crucial in research, data validity herein will be addressed from the point data is collected. To enhance

validity, the researcher will conduct a pre-visit at the area of study, distribute questionnaires for pretest to ascertain the validity of feedback (Mohajan, 2017). Questionnaires are simple to administer and enable the mass collection of data from a large population like KRA.

3.7 Reliability of Measurement

Reliability will be achieved using Cronch's Alpha Coefficient of factor analysis. Emma (2006) says that Cronbach's Alpha below 0.5 indicates unreliability, whereas 0.6 is reliable (Makgosa, 2006). Hence the values must be more than 0.6 in order to regard it valid.

3.6 Data Collection Techniques

Primary data will be used for the purpose of this study. The primary data is obtained through a semi-structured questionnaire with both closed and open-ended questions. The questionnaire comprises two sections. The respondents will be drawn from KRA staff in Nairobi. Electronic mail, drop, and pick later methods will be used to administer the questionnaire. Follow-up will be done through personal visits, telephone calls, and emails to facilitate responses and also enhance the response rate.

3.7 Data Analysis

Data collected from the completed questionnaires will be summarized, coded, and tabulated. Descriptive statistics such as mean, standard deviation, frequencies distribution are used to analyze the data. Data presentation will be done by use of charts, percentages, and frequency tables. Inferential statistics have been used in concluding.

3.8 Logistical and Ethical Consideration

Professional code of research conduct directs one to seek consent from the study area, respect privacy, anonymity, and confidentiality. Confidentiality will be key, whereby respondents will not be allowed to indicate their names on the questionnaires. Similarly, an authorization letter will be addressed to KRA to seek consent to collect data from the company, declaring that any data collected will only be used for this academic purpose.

CHAPTER 4: FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter reports study findings and discussions for the data gathered from Kenya Revenue Authority.

4.1 Overview of Findings

The investigator found out that KRA parastatal is making efforts to implement various technological systems, including HRIS, despite the challenges that encompass the implementation process of the technologies. Vital findings were obtained from the 200 respondents (100% response rate) who agreed to answer questions presented in the questionnaire. The full response rate can be attributed to the questionnaires being done online, and the participants were free to complete the survey at their free time. The majority of the respondents were male (61%) while the female was 39%. From the results, most of the respondents were 18-30 years old. The minimum age of any employee at KRA must be 18 years. About the highest level of education attained by the respondents, most of them had University degrees (26%), followed by Diploma holders (23.5%). This reveals that the current KRA has many undergraduates. The researcher also noted that most of the participants had worked at KRA for between 6-7 years. This is a significant figure because it reflects the participants' experience and knowledge about operations at the headquarters. Each of the seven departments at KRA was equally represented in the research. The participants highlighted various essential respondents regarding the factors influencing the effective implementation of HRIS at the workplace.

4.2 Discussion of the Findings

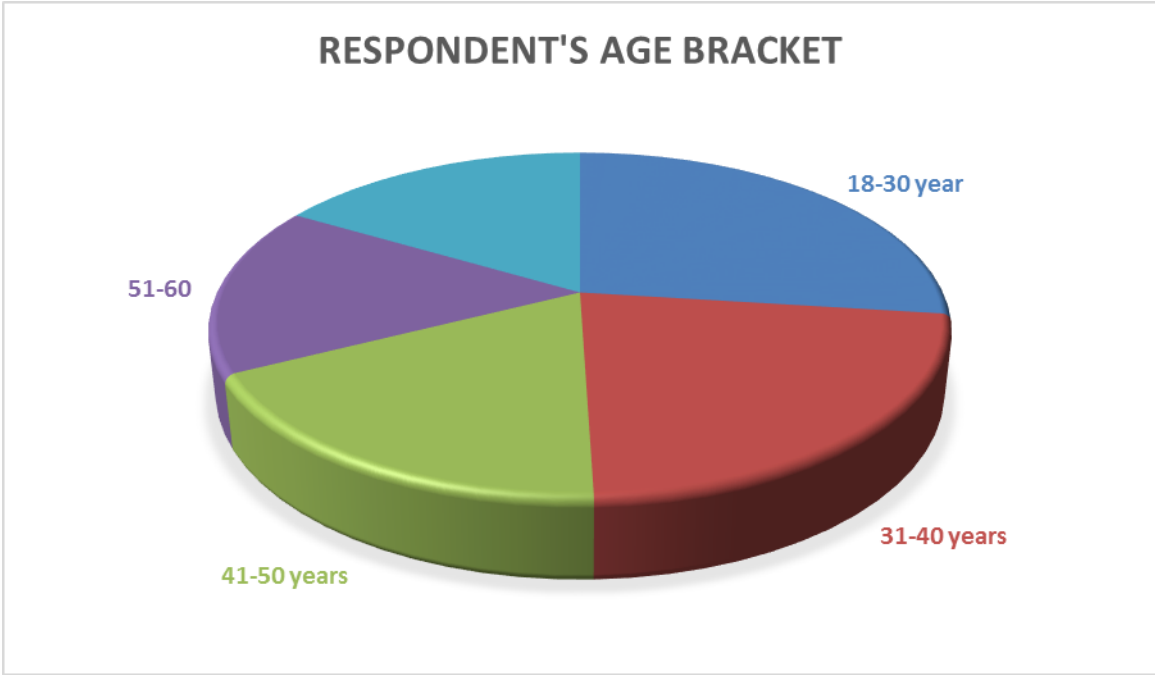
4.2.1 Demographic Characteristics

KRA Departments

The study's results reveal that there was an equal representation of all the seven KRA departments. The Authority's departments include Customs and Border Control Department (C&BC), Intelligence and Strategic operations (I&SO), Domestic Taxes Department (DTD), Investigations & Enforcement (I&E), Legal Services & Board Coordination (LS&BC), and Strategy, Innovations & Risk Management (SIRM). The equal representation of departments reflects the participants' views across the parastatal.

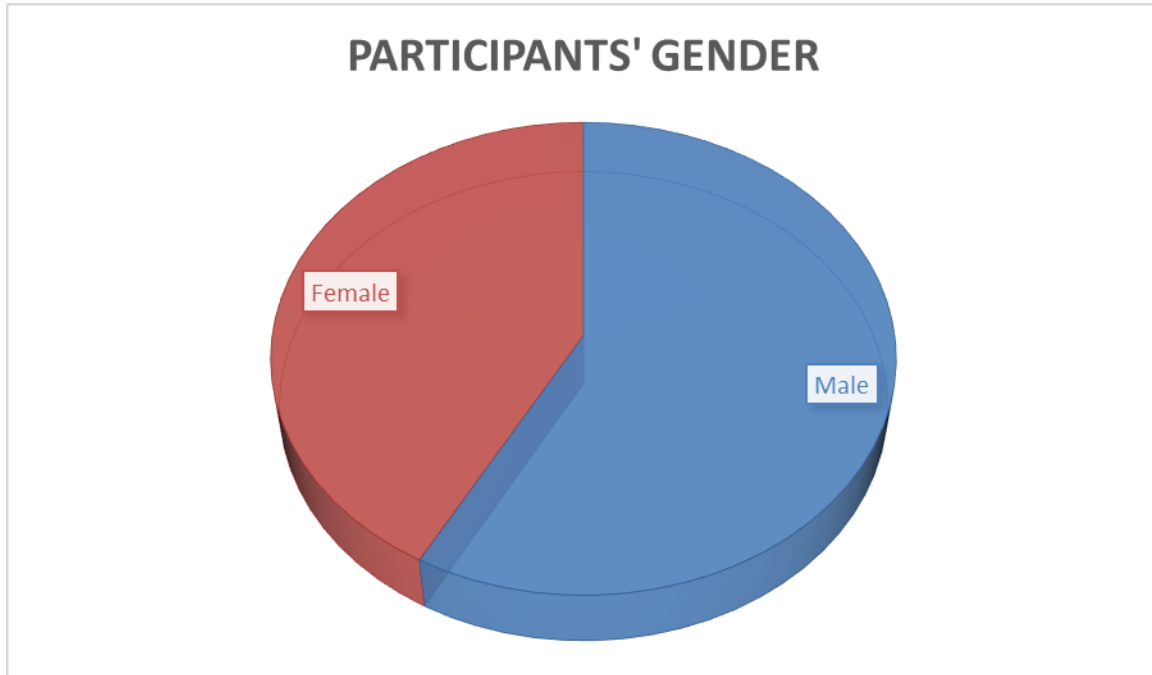
Age Bracket

From the investigation, the participants' age was diverse. Among the age brackets that the researcher sought, it was clear that 27% of the respondents belonged to the 18-30-year group, 22.5% fell in the 31-40 group, 18% represented 41-50 years, 16% were between 51-60 years while the populace above 60 years was 16.5%. This information is presented in the following pie chart.



Sex

Finding also reveals that the number of males was higher (58%) compared to female (42%) participants. This data is as in the pie chart below.



Highest level of education

The researcher sought to elicit the highest level of education for each respondent. Thus, the highest number represented university degree holders (26%) followed by Diploma certificate holders (23.5%), college certificate (16%), Master’s degree (15.5%) while (20%) were PhD degree holders. In addition, 9% of the respondents stopped at secondary school level and lastly, 5% recorded primary school as the highest level of education. This is key in understanding the topic under study since it requires a better understanding of information. The information further confirms that the majority of the participants are knowledgeable and can comprehend information in their workplace.

Years worked at KRA

The researcher also sought to identify the period in which every participant has been at the Authority. For this, prior to the study, 15% had worked for less than a year, 23.5% between 2-5 years, 24.5% for 6-10 years, 17.5% for 11-15 years, 14.5% for 16-20 years, while 5% of the participants had been working for more than 20 years. These figures highlight that most of the respondents (24.5%) worked at KRA headquarters for more than 6 years. Hence, it is evident that those who worked for a longer period were conversant with various happenings at KRA.

Terms of employment

Regarding terms of employment of each respondent, the majority were on permanent and pensionable (40%), 26% on contract, 19.5% on probation, whereas 14.5% were temporary employees.

4.2.2 Factors Influencing effective implementation of HRIS

Top management

Top management plays a pivotal role in the adoption and implementation of systems in any organization. Hence, it is important to determine the management's activities. The investigator sought to understand how various aspects of the top management's activities influence HRIS implementation. This section included five questions. First, the researcher sought to find out whether top management approves the implementation of the HRIS proposal. Responses indicate that 50% of the participants agreed that the top management approved the implementation of HRIS, 25% agreed, 20% were neutral, whereas 5% disagreed. Therefore, it is clear that most of the participants felt that top management was involved in approving HRIS systems.

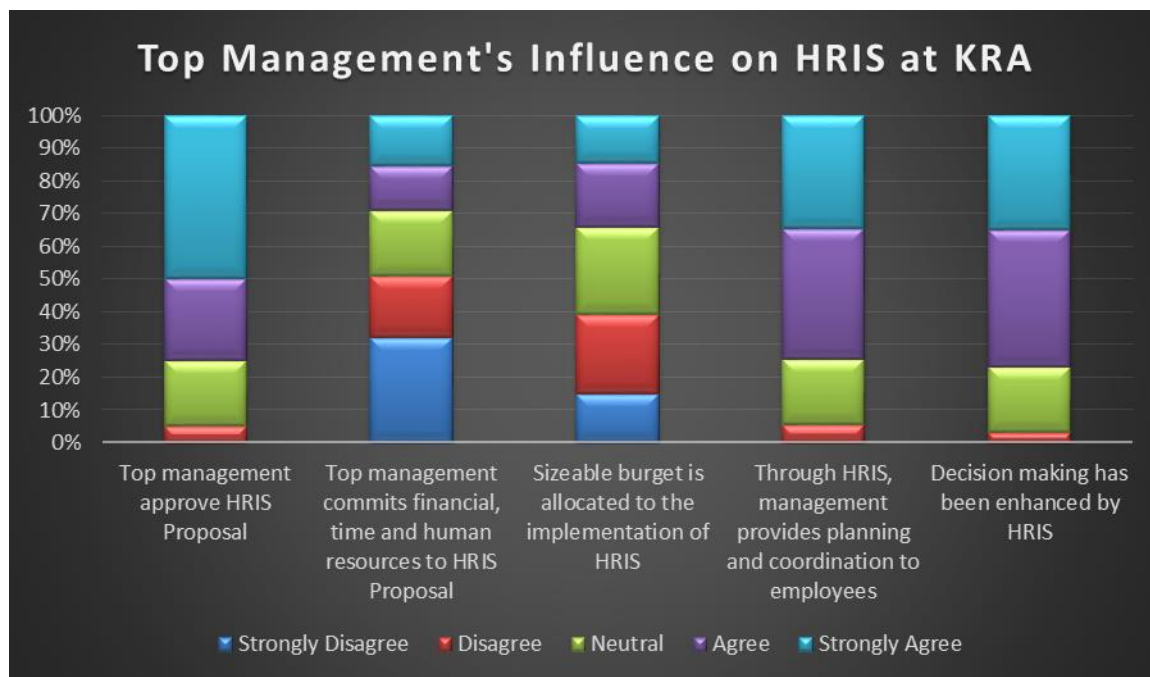
The researcher then sought to know if the management commits financial, time, and human resources towards implementing HRIS. 32% strongly disagreed, 19% disagreed, 20% were neutral, 13.5% agreed, while 15.5% strongly disagreed. So, many employees feel that top management does not commit enough time, finance, human and other resources to implement HRIS proposals at KRA.

The third item the researcher sought to assess was whether the management allocated a sizeable budget to the implementation and management of HRIS. Results indicate that 15% strongly disagree, 24% disagree, 27% Neutral, 19.5% agree, while 14.5 strongly agree that the top management allocated enough budget for the implementation and maintenance of HRIS.

The fourth question sought to assess whether the top management through HRIS provides planning and coordination to employees. From the outcome, 5.5% disagreed, 20% felt neutral, 40% agreed, while 34.5% strongly agreed. Therefore, the majority of the populace (40% and 34.5%) felt that HRIS helps top management plan and coordinate activities for employees at KRA.

The findings from the fifth element on top management show that HRIS has enhanced decision-making at KRA offices. 3% disagree, 20% are neutral, 42% of the participants agree, while 35% strongly agree. A higher number of respondents feel that implementation of HRIS facilitates effective decision-making.

The figure below summarizes all the information regarding the top management.



Effective Communication

Effective communication is vital during the proposal and implementation of any system, especially a technological one. Therefore, the researcher sought to inquire if there was effective communication when proposing and implementing HRIS at KRA. As such, the researcher asked five different questions. The responses for the first question were as represented in the figure below, with 20% strongly disagreeing that new organization structure, roles, and responsibilities as impacted by HRIS are communicated to the staff, 30% disagreed with the same, 17.5% were neutral, 17% agreed, and 15.5% strongly agreed to the fact. The majority, therefore, felt that there was no effective communication in respect to the first inquiry. The second inquiry was if HRIS progress is regularly communicated to the employees at the Authority. This question recorded a mixed reaction from the participants whereby 9% strongly disagreed, 12.5% disagreed, 49.5% were neutral, neither agreed nor disagreed, 15.5% agreed, and 8.5% strongly agreed with the

statement. Thus, a large number of participants in unsure and cannot reveal if the communication on the progress of the implementation process is effective. The investigator then inquired whether communication through HRIS enhances efficiency and effectiveness at the workplace. In response, 4% strongly disagreed, 19.5% disagreed, 30% neutral, 26.5% agreed, and 20% strongly agreed. It is therefore evident that using HRIS improves efficiency and communication at the workplace. Another question was whether communication between managers is encouraged as it motivates people during the implementation of HRIS. Responses show that 4% strongly disagree, 30% disagree, 26.5% are neutral, 20% agree, and 19.5% strongly disagree. Whether employees have access to relevant HRIS information to KRA, 5.5% disagree, 51% are neutral, 24.5% agree, and 19% strongly agree to the fact.

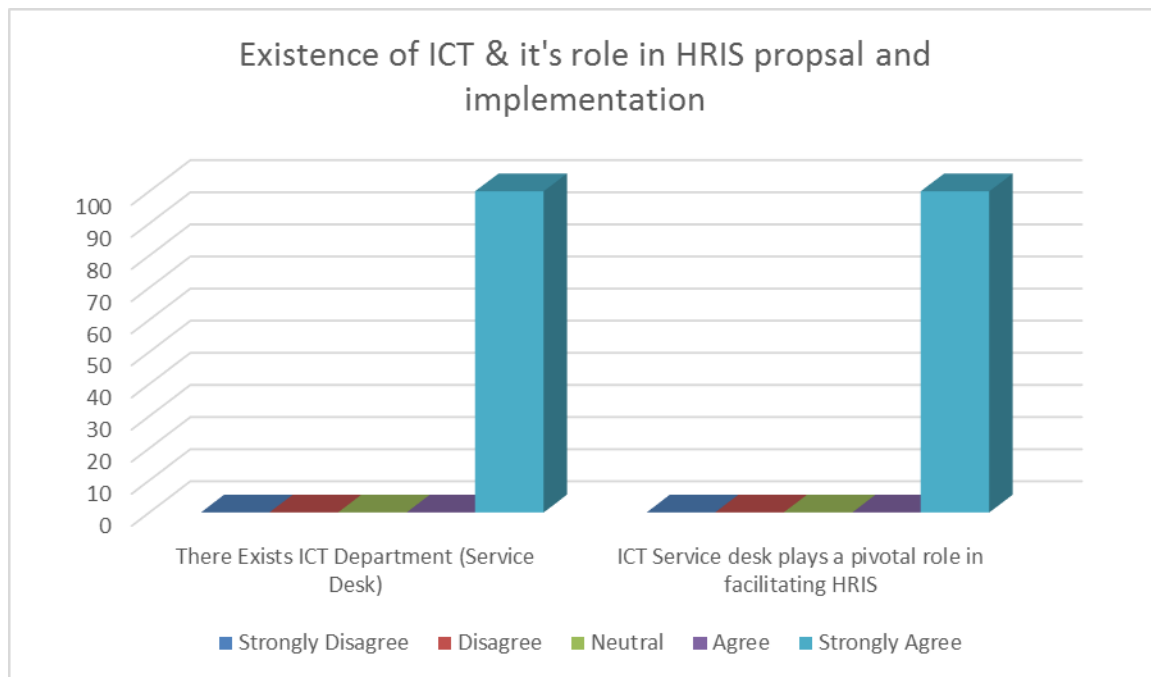
Training

Computer literacy is an essential tool in this information and digital era. Employees in any organization should have relevant skills and training to use systems and other resources well. Hence, the researcher also sought to understand the aspect of training from the respondents. First, 5% of the respondents disagree that they know how to use HRIS since they are computer literate, 34% were neutral, 39% agreed, and 22% strongly agreed with the fact. Also, 1.5% disagree that training motivates and encourages employees to embrace change during HRIS implementation, 10.5% were neutral, 28.5% agreed, and 59.5% strongly agreed on the same. The value of training is therefore evident from the respondents' feelings. Whether training on HRIS is done frequently, 18.5% strongly disagree, 29.5% disagree, 22% are neutral, 16.5% agree, while 13.5% strongly agree. Lastly, the study also inquired if the administration of training programs and training

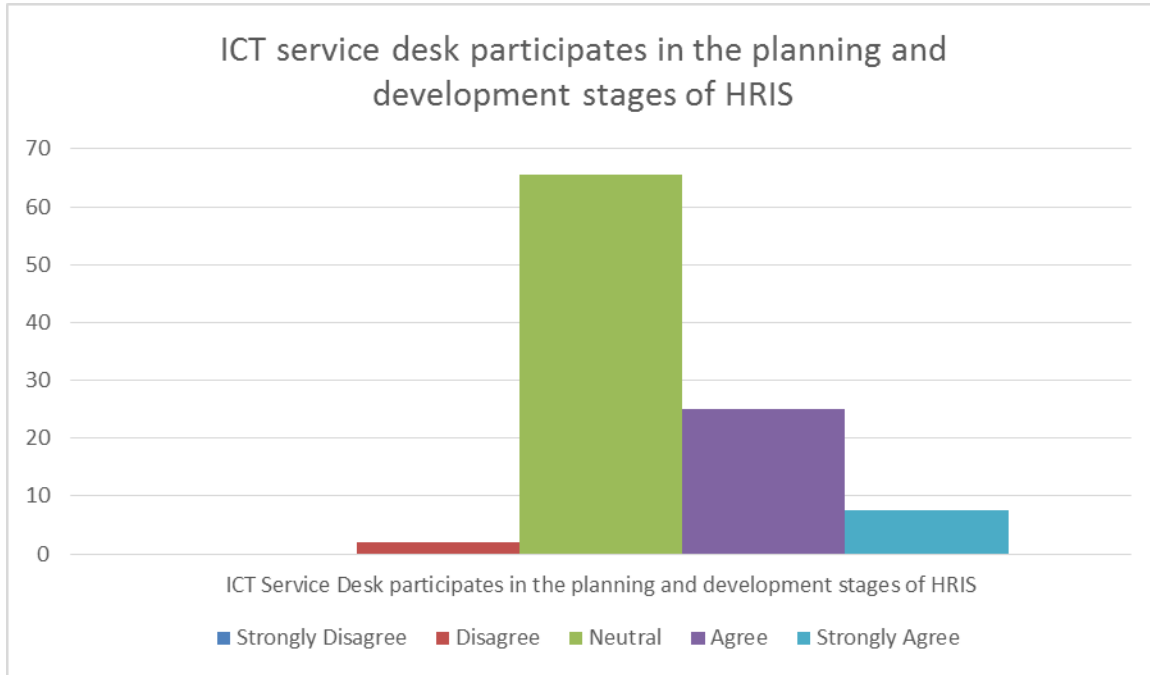
analysis is faster through HRIS. Of the respondents, 40 (20%) disagreed, 78 (39%) were neutral, 81 (40.5%) agreed while 1 (0.5%) strongly agreed. Being an important system on the daily delivery duties, HRIS is a critical tool that must be well understood and perceived by the users and the organization. The finding is that the majority of the respondents agree that the administration of training programs and analysis is faster when using HRIS has a positive impact. However, it is worrying that a significant number can neither disagree nor agree. This draws a question on whether the respondents know how effective training programs and analysis should be disseminated.

Support of Information Communication Service Desk

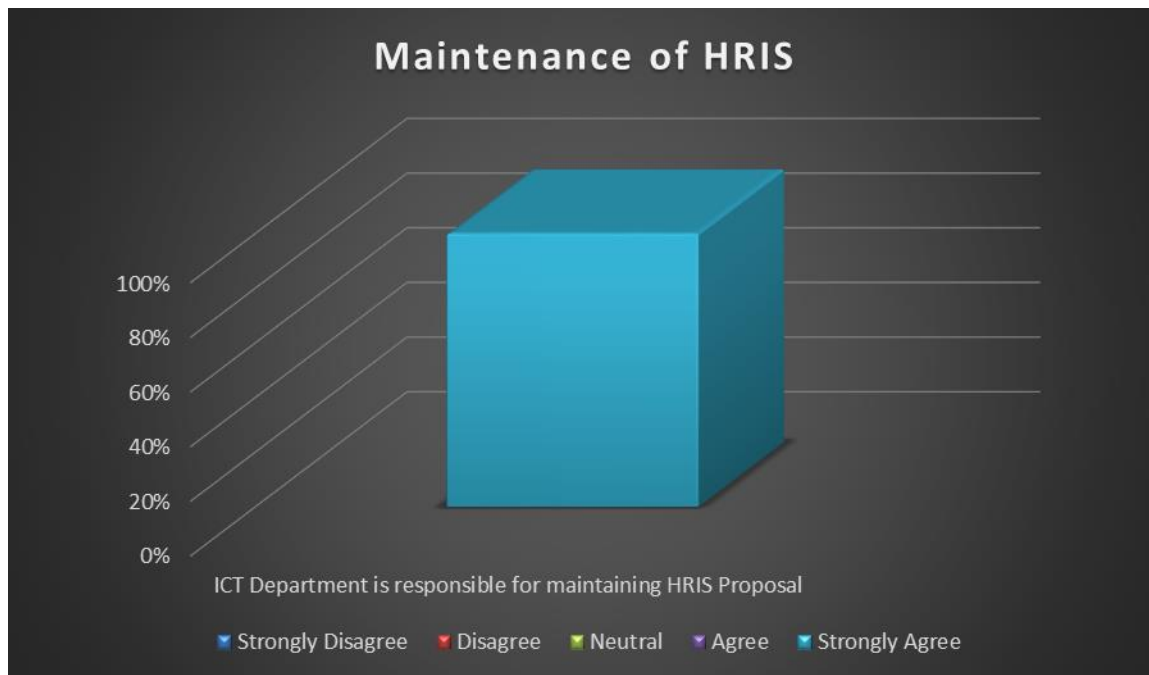
The ICT department is pivotal in any organization, especially during the adoption and implementation of information systems. The department should therefore support organizational activities regarding the proposal and implementation of such systems as HRIS. Thus, the participants were asked if the Authority had an active ICT service desk. 200 (100%) responses confirmed that the parastatal had an ICT department. Having this department is an effective approach because it contributes immensely to the success of various activities in and outside the office. Similarly, 200 (100%) responses indicated that the ICT service desk plays a pivotal role in facilitating the implementation of HRIS. The figure below captures these two aspects.



The study also asked whether the ICT service desk participates in the planning and development stages of HRIS. This question recorded varying responses, with 4 (2%) disagreeing, 131 (65.5%) were neutral, 50 (25%) participants agree, while 5 (2.5%) only strongly agreeing. It is alarming that shocking that participants, including those who have worked at KRA for more than a year, are not sure whether the ICT department engages in the planning and development stages of the system. However, this might be confusing since the HRIS activities squarely lie in the hands of the HR service office.



The researcher also asked if the ICT department was responsible for the maintenance of the HRIS proposal. The respondents 200 (100%) felt that ICT is responsible for maintaining HRIS proposals. This is as represented below.



Human Resource department involvement

The study sought to understand the human resource department's involvement in the proposal and implementation of HRIS. The results show that 51 (25.5%) agree, and 145 (74.5%) of the participants strongly agree with the fact. Involving the HR office in the implementation of HRIS is crucial for the success of the candidate system. It also facilitates acceptability since the HR office is responsible for using the system.

The researcher also asked if the HR office gets and keeps the management commitment to HRIS. 132 (66%) Agreed and 68 (34%) strongly agreed that the office gets and ensures management commitment to HRIS. Accepting and working on the managements' commitments towards any change is vital. It emphasizes the ability to work together between various facets of the

organization, thus a practical approach towards organizational goal achievement. The figure below illustrates the findings herein.

In addition, it was practical to know if the HR leaders are involved in implementing the system proposal. 200 (100%) strongly feel that the office is well engaged in the implementation process. Leadership engagement is a critical way of ensuring good adoption and acceptability of a change. The investigator further sought to know whether the HR office encourages employees to embrace the HRIS by conducting training. Of the respondents, 20 (10%) are neutral, 80 (40%) agree, and 100 (50%) strongly agreed that the HR office made efforts to encourage employees to undertake training.

The study inquired whether the HR office ensures enough human resources to implement the HRIS proposal at KRA.

User involvement and participation

The study further sought to determine users' involvement and participation in the proposal and implementation process of the candidate HRIS tool. The impact of users on any candidate system cannot be ignored in any organization. The employees will eventually use the system, thus effectively engaging them during the proposal, implementation, and maintenance period. Hence, user feedback is important to track any progress and assess the value of HRIS. Foremost, the investigator asked if HRIS users are usually involved in the design and implementation process. Of the respondents, 65 (32.5%) strongly disagree, 94 (47%) agree, 28 (14%) were neutral, 10 (5%) agree and 5 (2.5%) strongly agree. These results clearly indicate that there is a low engagement of

users during the design and implementation of HRIS at the Authority. Failure to properly engage users can result in low system acceptability.

On whether users accept change during HRIS implementation, 38 (19%) disagree, 71(35.5%) were neutral and 91 (45.5%) agreed. User acceptance to change is a challenge in every organization. The management should always strive to adopt effective stages of introducing change to be willing to adopt them. More importantly, one key strategy to enhancing change acceptability involves users in the design and implementation stages to make them feel like part of the team. It is bad to exclude users from design and implementation and then expect them to participate in the normal application. This makes users feel the change is being forcefully imposed on them.

On whether users work with change agents during the HRIS implementation, 26 (13%) were neutral, 113 (56.5%) agreed, and 61 (30.5%) strongly agreed.

The researcher as well asked if job aids for various users are identified during the planning of HRIS. Of the participants, 21 (10.5%) were neutral, 130 (65%) agreed and 49 (24.5%) strongly agree. It is vital to align job aids with any change to allow users to benefit from the change. If a change does not help workers in daily routines, workers record low motivation towards it. The investigator again inquired if employees' input is sort in the implementation process of HRIS. This question is very important because it helps emphasize the previous questions. Involving users enables users to share ideas and thoughts on the candidate system. Also, a user who can make an input is more likely to accept change and work together with change agents in the implementation period. Above all, the management can only identify and include job aids by listening to the users' input. Hence, input and feedback are critical aspects of change management. On this, 24 (12%)

were neutral, 100 (50%) agreed and 76 (38%) strongly agreed that employees were allowed to make inputs in the implementation stages of the system.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter explains the summary of the findings, conclusions, and recommendations for further research. The summary, conclusions, and recommendations are based on the data collected and analyzed in the previous chapters.

5.2 Summary

The study aimed to establish the factors influencing the implementation of the HRIS at the Kenya Revenue Authority. The specific objectives of the study were as follows;

- i. To determine the influence of the top management's support in the implementation of HRIS at KRA.
- ii. To determine the influence of effective communication on the implementation of HRIS at KRA.
- iii. To explore the influence of training in implementing HRIS at KRA.
- iv. To assess the influence of support of the Information Communication and Technology (ICT) service desk in implementing HRIS at KRA.
- v. To examine the influence of support of the Human Resource department in the implementation of HRIS at KRA.

- vi. To determine the influence of user involvement and participation in the implementation of HRIS at KRA.

5.2.1 Objective 1: To determine the influence of the top management's support in the implementation of HRIS at KRA

The descriptive results on this specific objective showed that the study's respondents that the top management at KRA approved any implementation of HRIS. Additionally, the findings revealed that the management does not commit financial, time, and human resources to implement HRIS. The managers also allocated a sizeable budget for the same process. The managers also provide planning and coordination to the employees at KRA. One key construct of this objective revealed that HRIS enhances decision-making at the workplace. Therefore, it is explicit that top management's support at KRA could influence the implementation of Human Resource Information Systems.

5.2.2 Objective 2: To determine the influence of effective communication on the implementation of HRIS at KRA.

The results of the investigation show that participants highly disagreed with the first two items measuring effective communication. Hence, there was no effective communication when proposing and implementing candidate systems. Respondents were also not sure could not tell if there was effective communication of the progress of HRIS adoption. In addition, data analysis revealed that communication using HRIS boosts efficiency and effectiveness at workplaces. The outcome also shows that the management encourages communication between managers as it motivates workers when implementing HRIS. The majority were neutral on whether employees

accessed relevant HRIS information to KRA. Based on the findings of this investigation, it is apparent that effective communication influences the implementation of HRIS.

5.2.3 Objective 3: To explore the influence of training in implementing HRIS at KRA.

The descriptive results of the measurements for this objective indicated that employees at KRA are computer literate. It was also reported that training motivates and encourages workers to embrace change when implementing the HRIS. Training is not done frequently at KRA. The respondents could not determine how effective training programs and analyses should be disseminated. It is, therefore, clear that training could influence the process of implementing HRIS.

5.2.4 Objective 4: To assess the influence of support of the Information Communication and Technology (ICT) service desk in the implementation of HRIS at KRA

The respondents recorded varying responses on whether ICT participates in the planning and development stages of HRIS. The results from the investigation revealed that participants agreed with the items of this measurement. The populace confirmed that KRA has an active ICT desk which plays a crucial role in facilitating the adoption and implementation of HRIS. This outcome is surprising since even employees who have been working at KRA for more than a year cannot confirm it. In addition, the study confirmed that the ICT desk at KRA was responsible for the maintenance of HRIS. Hence, it is evident that the ICT department plays a pivotal role in implementing and maintaining human resource systems at KRA.

5.2.5 Objective 5: To examine the influence of support of the Human Resource department in the implementation of HRIS at KRA

The participants in the investigation agreed to the items for this construct. Findings confirmed that the human resource office is involved in implementing HRIS at the parastatal. The participants also revealed that HR gets and ensures management's commitment towards the adoption of HRIS. In addition, the HR leaders were involved in implementing the system. The HR office similarly encouraged employees to embrace HRIS by conducting training. Hence, it is explicit that the human resources office's involvement is key in the implementation process of HRIS.

5.2.6 Objective 6: To determine the influence of user involvement and participation in implementing HRIS at KRA.

The participants from this research revealed that the users or employees were not fully involved in designing and implementing HRIS. It also revealed that a variety of job aids for various users are identified during the planning process of the system. The respondents also agreed with many items of measuring this objective. For instance, users accepted the change and worked with change agents in implementing the systems. The participants also agreed that workers were allowed to make inputs in the implementation stages of the system.

5.3 Conclusions

1. Based on the study objectives and findings described, the researcher made the following conclusions:

2. The effective and successful implementation of Human resource information systems requires efforts across an organizational department.
3. Top management is a critical element in any organization and therefore influences the implementation of HRIS.
4. Effective communication across an organization's departments influences the HRIS implementation process.
5. Training at KRA as an aspect is a critical part that influences implementing HRIS.
6. ICT desk's support when designing and implementing HRIS is an essential facet of ensuring a successful process.
7. The involvement of a Human Resources office is pivotal when implementing HRIS systems.
8. User involvement and participation is an important approach when designing and implementing HRIS at any workplace.

5.4 Recommendations for practice

The following recommendations are anchored on the findings and conclusions of this investigation.

1. KRA management needs to commit enough resources, including time, finance, and human labour, when designing and implementing HRIS.
2. The management needs to adopt and practice effective communication across the parastatal when proposing and implementing HRIS.

3. The managers should conduct frequent training regarding HRIS, especially for the new employees, to enable them to determine how effective training programs and analysis of systems should be disseminated.
4. The parastatal needs to utilize the ICT desk and the HR office when adopting HRIS.
5. The organization needs to foster user involvement and participation. The offices can collect necessary data and utilize them when designing and adopting different systems.

5.5 Recommendations for further research

The researcher gives some recommendations based on this task. First, the investigation was conducted at KRA Headquarters in Nairobi, Kenya, yet KRA has several countrywide branches. Therefore, similar studies should be performed involving other branches to compare and general view the trend. Second, future researchers need to conduct longitudinal studies to determine the influence of the stated factors at KRA since Human resource information systems are based on dynamic technology. A technology change can impact human HRIS.

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APPENDICES

Appendix A: Questionnaire

Section A: Demographic Characteristics

1. KRA grade (tick one) (a) 1 – 5 (b) 6 – 10 (c) 11 – 16

2. KRA Department _____

3. What is your age bracket? (tick one)

(a) 18 – 30 years (b) 31 – 40 years (c) 41 – 50 years (d) 51 – 55 years

(e) Other

4. What is your Sex? (tick one)

(a) Male

(b) Female

5. Your highest level of Education (tick one)

(a) Primary Level (b) Secondary Level (c) College Certificate

(d) College Diploma (e) University Degree (f) Master's Degree

(g) PhD Degree

6. Years worked for KRA (tick one)

(a) Less than one year (b) 2 – 5 years (c) 6 – 10 years

(d) 11 – 15 years (e) 16 – 20 years (f) More than 20 years

7. What are your terms of employment? (tick one)

(a) Permanent and Pensionable

(b) Contract

(c) Probationary

(d) Temporary

SECTION TWO

Factors influencing the effective implementation of Human Resource Information System.

In order to obtain your views on the factors influencing effective implementation of HRIS, please select the response that you think is the most appropriate to each statement. Use the key below.

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

S/No	Top Management	Rating				
		1	2	3	4	5
1	Top management approves the implementation of HRIS proposal and align it with strategic business goals in the authority					
2	Top management commits financial, time and human resources to HRIS proposal					
3	A sizeable budget is allocated to the implementation and maintenance of the HRIS proposal in the Authority.					
4	Through use of HRIS, management provides planning and coordination to employees					
5	Decision making process by managers has been enhanced by the use of HRIS					
	Effective Communication					
1	New organizational structure, roles and responsibility as impacted by HRIS is communicated to staff					
2	The HRIS proposal progress is communicated to employees on a regular Basis					
3	Communication between managers and employees is encouraged as it motivates people during HRIS implementation					
4	Communication through HRIS enhances efficiency and effectiveness in the Authority					

5	Employees have access to relevant HRIS information to Authority	1	2	3	4	5
	Training	1	2	3	4	5
1	I know how to use HRIS as am computer literate	1	2	3	4	5
2	I will be given adequate training on how to use the HRIS	1	2	3	4	5
3	Training on the HRIS is done frequently in the Authority	1	2	3	4	5
4	Training motivates and encourage employees to embrace change during HRIS implementation	1	2	3	4	5
5	Administration of training programs and training analysis is faster through the use of HRIS	1	2	3	4	5
	Support of Information System department	1	2	3	4	5
1	There exists an ICT service desk in the Authority	1	2	3	4	5
2	ICT department plays a major role in facilitating the computerization of HRIS in the Authority	1	2	3	4	5
3	ICT department has enough resources to undertake HRIS Implementation	1	2	3	4	5
4	ICT department participate in the planning and developmental stages of HRIS	1	2	3	4	5
5	ICT department is responsible for the maintenance of the HRIS proposal	1	2	3	4	5
	Human Resource department involvement	1	2	3	4	5
1	Human resource department is responsible for advocating the HRIS Proposal	1	2	3	4	5
2	The department obtain and keep the management commitment to HRIS	1	2	3	4	5
3	Human resource leaders are involved in the implementation of the HRIS proposal	1	2	3	4	5
4	HR department encourages employees to embrace the HRIS by conducting training	1	2	3	4	5

5	HR department ensures there is enough human resource to undertake the HRIS proposal	1	2	3	4	5
	User Involvement and Participation	1	2	3	4	5
1	HRIS users are involved in the design and implementation process of HRIS	1	2	3	4	5
2	Users accept change during HRIS implementation	1	2	3	4	5
3	Users work with change agents during the HRIS implementation	1	2	3	4	5
4	Job aids for different users is identified during the HRIS Implementation	1	2	3	4	5
5	Employees input is sort in the implementation of HRIS	1	2	3	4	5

Thank you for your co-operation in filling this questionnaire