INFLUENCE OF THE ADOPTION OF HUMAN RESOURCE INFORMATION SYSTEMS ON SAVINGS AND CREDIT COMPANIES: THE CASE OF NAWIRI SACCO SOCIETY LIMITED, EMBU COUNTY, KENYA

IRERI BENSON MURITHI

A Project Report Submitted in Partial Fulfillment of Requirement for the Award of Masters of Arts Degree in Project Planning and Management of the University of Nairobi

2015
DECLARATION

This research project is my original work and has not been presented for any academic award in any other University.

Signature ........................................ Date .................................

BENSON MURITHI IRERI

REG. NO. L50/71708/2014

This Research Project has been submitted for examination with my approval as the University supervisor.

Signature ................................. Date .................................

DR. PETER N. KEIYORO

Senior Lecturer

School of Continuing and Distance Education

University of Nairobi
DEDICATION
This research project is dedicated to my family of Mr. and Mrs. Silas Ireri, Honourable Hellen Kiilu, County Executive Member, Machakos for their undying support and encouragement throughout my course. I would also like to dedicate it to Mr. Vincent Mutua for his moral support and encouragement.
ACKNOWLEDGEMENT

I would like to thank my supervisor Dr. Peter N. Keiyoro for his constant invaluable guidance, support and encouragement that helped me in all time of the research and writing of this project. I really appreciate his intellectual capabilities and constructive criticisms. My sincere gratitude to Dr. Chadi Rugendo, Resident Lecturer, Mr. Nelson Njogu Njeru, Extra mural centre coordinator, Embu and the Panelists University of Nairobi-Machakos Center. I would also like to acknowledge the respondents, Nawiri Sacco staff for the support they gave me in data collection. Special thanks also go to my colleagues both in school and at work for the moral as well as intellectual support that they offered me during the writing of this project. Above all I would like to thank God for the gift of life which made all this work possible.
TABLE OF CONTENT

DECLARATION ............................................................................................................. ii
DEDICATION ............................................................................................................... iii
ACKNOWLEDGEMENT .............................................................................................. iv
LIST OF TABLES ........................................................................................................ ix
LIST OF FIGURES ..................................................................................................... xi
ABBREVIATIONS AND ACRONYMS ....................................................................... xii
ABSTRACT .................................................................................................................. xiii

CHAPTER ONE: INTRODUCTION .............................................................................. 1
1.1 Background to the study ..................................................................................... 1
1.1.1 Profile of Nawiri Sacco Society Limited ...................................................... 3
1.2 Statement of the Problem .................................................................................. 4
1.3 Purpose of the Study ......................................................................................... 4
1.4 Objectives of the study ..................................................................................... 4
1.5 Research Questions .......................................................................................... 4
1.6 Significance of the Study .................................................................................. 5
1.7 Limitations of the Study ................................................................................... 5
1.8 Scope of the Study ............................................................................................ 6
1.9 Assumptions of the Study ................................................................................ 6
1.10 Definition of significant terms ........................................................................ 6
1.11 Organization of the Study ................................................................................. 8

CHAPTER TWO: LITERATURE REVIEW ................................................................... 9
2.1 Introduction ....................................................................................................... 9
2.2 Empirical Literature ......................................................................................... 9
2.4 Influence of the adoption of Human Resource Information Systems on Savings and Credit Companies ................................................................................................................................................. 12

2.4.1 influence of ICT infrastructure on the adoption of HRIS in SACCOs in Kenya .......... 12
2.4.2 influence of leadership on the adoption of HRIS in SACCOs in Kenya .................... 14
2.4.3 influence of ICT resources on the adoption of HRIS in SACCOs in Kenya ............. 16
2.4.4 influence of communication on the adoption of HRIS in SACCOs in Kenya .......... 18

2.5 Conceptual Framework ............................................................................................................. 20
2.6 Summary and Study Gaps ........................................................................................................ 23

CHAPTER THREE: RESEARCH METHODOLOGY ................................................................. 24

3.1 Introduction ............................................................................................................................... 24
3.2 Research Design ....................................................................................................................... 24
3.3 Target Population ..................................................................................................................... 24
3.4 Sample and Sampling procedure ........................................................................................... 25
3.4.1 Sample Size ....................................................................................................................... 26
3.4.2 Sample Procedure ............................................................................................................. 27
3.5 Research Instruments ............................................................................................................. 27
3.6 Pretesting of the Instruments .................................................................................................. 28
3.6.1 Pilot Study .......................................................................................................................... 28
3.6.2 validity of the Research Instruments ............................................................................... 28
3.6.2 Reliability of the Research Instruments .......................................................................... 29
3.8 Data Analysis .......................................................................................................................... 30
3.9 Operational definition of Variables ...................................................................................... 31

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS ......................................................................................................................... 33

4.1 Introduction .............................................................................................................................. 33
4.2 The Study Response Rate ....................................................................................................... 33
4.2.1 Demographic Characteristics of the Respondents .................................................33
4.2.2 Influence of Resources availability on the adoption of HRIS in SACCOs in Kenya......36
4.2.3 Influence of leadership on the adoption of HRIS on SACCOs in Kenya .................37
4.2.4 Influence of communication on the adoption of HRIS on SACCOs in Kenya ...........39
4.2.5 influence of ICT infrastructure on adoption of HRIS on SACCOs in Kenya ............40
4.2.6 Nawiri SACCO staff suggestions/recommendations for improvement/action towards the influence of the adoption of HRIS on SACCOs in Kenya .........................................43
4.2.7 Correlation Analysis ........................................................................................................44
4.2.7 Independent t-Tests ........................................................................................................46

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS ..................................................................................................................47

5.1 Introduction ....................................................................................................................47
5.2 Summary of Research Findings .....................................................................................47

5.2.1 Findings on influence of availability of resources on the adoption of Human Resource Information Systems in SACCOs in Kenya .............................................................48

5.2.2 Findings on the role of organizational leadership on the adoption of Human Resource Information Systems in SACCOs in Kenya .............................................................48

5.2.3 Finding on the influence of appropriate infrastructure on the adoption of Human Resource Information Systems in SACCOs in Kenya ...........................................................49

5.2.4 Findings on the influence of communication on adoption of HRIS on SACCOs in Kenya .................................................................................................................................50

5.3 Discussions of the Findings ...........................................................................................50
5.4 Conclusion of the Study .................................................................................................52
5.5 Recommendations of the Study ...................................................................................52

5.5.1 Recommendations for policy and practice .................................................................52
5.5.2 Recommendations for further Research ....................................................................53

REFERENCES .......................................................................................................................54
APPENDICES

APPENDIX I: LETTER OF TRANSMITAL

APPENDIX II: STRUCTURED QUESTIONNAIRE

APPENDIX III: INTERVIEW GUIDE
LIST OF TABLES

Table 3.1: Target Population .................................................................................................................. 25
Table 3.2: Sample Size ............................................................................................................................. 26
Table 3.3: Operation definition of Variables .......................................................................................... 26
Table 4.1: Distribution of the Respondents by Response Rate ............................................................... 33
Table 4.2: Distribution of Nawiri SACCO staff by Gender ................................................................. 34
Table 4.3: Distribution of Nawiri SACCO staff by Age ....................................................................... 34
Table 4.4: Distribution of Nawiri SACCO staff by Education Level ................................................... 35
Table 4.5: Distribution of Nawiri SACCO Staff by Length of Service .................................................. 35
Table 4.6: Being conversant with Human Resource Information System .......................................... 35
Table 4.8: Extent to which resource availability influences the adoption of HRIS on SACCOs in Kenya ......................................................................................................................... 36
Table 4.9: Extent to which the following factors in regard to resource availability influences the adoption of HRIS on SACCOs in Kenya ......................................................................................................................... 37
Table 4.11: Extent to which leadership influences the adoption of HRIS on SACCOs in Kenya ........... 38
Table 4.12: Extent to which the following factors in regard to leadership influences the adoption of HRIS on SACCOs in Kenya ........................................................................................................ 38
Table 4.13: Influence of Communication on the adoption of HRIS on SACCOs in Kenya ................. 39
Table 4.14: Extent to which communication influences the adoption of HRIS on SACCOs in Kenya ................................................................................................................................. 39
Table 4.15: Extent to which the following factors in regard to communication influences the adoption of HRIS on SACCOs in Kenya ........................................................................................................ 40
Table 4.16: Extent to which ICT infrastructure influences the adoption of HRIS on SACCOs in Kenya ................................................................................................................................. 41
Table 4.17: Extent to which the following factors in regard to ICT infrastructure influences the adoption of HRIS on SACCOs in Kenya ....................................................................................................... 41
Table 4.18: Challenges facing SACCOs readiness to adopt HRIS on SACCOs in Kenya ................. 42
Table 4.19: Correlation Analysis ............................................................................................................. 44
Table 4.20: Correlation Analysis for influence of leadership on adoption of HRIS on SACCOs

Table 4.21: Group Statistics
LIST OF FIGURES

Figure 1.0 Organizational structure of Nawiri Sacco Society Limited (2014-2015) ..................3
Figure 2 Conceptual Framework ..................................................................................................22
ABBREVIATIONS AND ACRONYMS

CEO  - Chief Executive Officer
HRIS - Human Resource Information System
HRM  - Human Resource Management
IT   - Information Technology
LTD  - Limited
SACCO - Savings and Credit Company
SPSS - Statistical Package for Social Sciences
ICT  - Information Communication Technology
HR   - Human Resource
HRMS - Human Resource Management System
ERP  - Enterprise Resource Planning
HRIT - Human resource information technology
ABSTRACT

The main purpose of the study was to investigate factors affecting the adoption of Human Resource Information Systems in SACCOs, with specific reference to Nawiri SACCO Limited-Embu. The statement of the problem being why most SACCO institutions have partially adopted or not adopted the said system which is largely attributed to inadequate resources, poor infrastructure, poor leadership and the ineffectiveness of communication. The purpose of the study was to explore the factors affecting the adoption of human resource information systems in savings and credit companies: the case of Nawiri SACCO Society limited, Embu County, Kenya. The specific objectives were to determine the effect of infrastructure, leadership, resources and communication on technological change in SACCOs in Kenya. The study adopted a descriptive research design. The target population for this study was staff of Nawiri SACCO limited, Embu County, Kenya. The study involved 59 sampled and randomly selected Nawiri SACCO staff. The study relied on data collected through questionnaires structured to meet the objectives of the study and an interview guide. Responses were tabulated, coded and processed by use of computer Statistical package for Social Science (SPSS) version 19 program to analyze the data. It is believed that the study was significant to Nawiri SACCO limited because they were able to understand the factors affecting the adoption of Human Resource Information Systems and manage it effectively and efficient. Other researchers in this field will utilize the results of this study as part of secondary data in enhancing future studies. The study will also facilitate individual researcher to identify gaps in the current research and carry out research in those areas. The study found that there exists a positive association between; ICT resource availability, leadership, ICT infrastructure and leadership on the adoption of HRIS on SACCOs in Kenya. This positive association suggests that when one factor increases, adoption of HRIS on SACCOs increases. The study therefore concludes that ICT resource availability, Communication, leadership and ICT infrastructure influence the adoption of HRIS on SACCOs in Kenya. The study found that there exists a positive association between resource availability and adoption of HRIS on SACCOs in Kenya, leadership and adoption of HRIS on SACCOs in Kenya, infrastructure and adoption of HRIS on SACCOs in Kenya, and influence of communication and adoption of HRIS on SACCOs in Kenya. This study established the influence of the adoption of HRIS on SACCOs in Kenya attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on one SACCO that is Nawiri SACCO in Embu County. There is need to replicate the study using many other SACCOs in Kenya in an attempt to compare the findings. There is need to conduct a similar study which will attempt to find out the ICT challenges facing SACCOs in Kenya.
CHAPTER ONE

INTRODUCTION

1.1 Background to the study

This chapter presents the background information on Human Resource Information Systems (Human Resource Information Systems) and factors influencing their adoption in Nawiri Sacco Ltd-Embu. It also includes the statement of the research problem and the purpose of the study. The research objectives, research questions, justification of the study, importance of the study and scope are also discussed.

Rogers (1995) defined technology as a design for instrumental action that reduces the uncertainty in the cause-effect relationships involved in achieving a desired outcome. Two components common to most technologies have been described namely, hardware aspect and the software aspect. The hardware aspect consists of the tool that embodies a technology as a material or physical object. The software aspect consists of the information base for the tool. Rogers stated that the social embedding of the hardware aspects of a technology is usually less visible than its machinery or equipment, and so we often think of technology mainly in terms of hardware. (Lawson, Alcock, Cooper and Burgess, 2001).

A human resource information system (Human Resource Information Systems), is the systems and processes at the intersection between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin on software that integrates information from different applications into one universal database. The linkage of its financial and human resource modules through one database is the most important distinction to the individually and proprietary developed predecessors, which makes this software application both rigid and flexible (Teo and Pian, 2004).
To reduce the manual workload of administrative activities, organizations have begun to electronically automate their processes by introducing specialized human resource management systems. HR executives rely on internal or external IT professionals to develop and maintain an integrated HRMS. Before the client–server architecture evolved in the late 1980s, many HR automation processes were relegated to mainframe computers that could handle large amounts of data transactions. In consequence of the high capital investment necessary to buy or program proprietary software, these internally developed HRMS were limited to organizations that possessed a large amount of capital. The advent of client–server, application service provider, and software as a service (SaaS) or human resource management systems enabled increasingly higher administrative control of such systems. Currently human resource management systems encompass, Payroll, Time and attendance, Performance appraisal, Benefits administration, Recruiting, Performance record, Scheduling, Absence management among others (Teo & Pian, 2004).

The opportunities to be gained from investment in Human Resource Information Systems are wide and diverse. An effective Human Resource Information Systems provides information on just about anything the company needs to track and analyze about employees, former employees, and applicants. A company will need to select a Human Resources Information System and customize it to meet its needs. With an appropriate Human Resource Information Systems, Human Resources staff enables employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated. Finally, managers can access the information they need to legally, ethically, and effectively support the success of their reporting employees (Fischer, Stewart, Mehta, Wax & Lapinsky, 2003).

However, the adoption of Human Resource Information Systems in Nawiri Sacco Society Limited and more so in governmental organizations continue to face challenges from weak infrastructure and resources and resistance due to lack of awareness. The barriers in regard to technology, regulatory frameworks, financial requirements and socio-cultural issues need to be addressed (Dryer, Eisbach and Ark, 1999).
1.1.1 Profile of Nawiri Sacco Society Limited

Nawiri Sacco Society is formerly Aembu Farmers Sacco limited. It is in Embu Town, which is located approximately 140km from Nairobi City. It offers services that include: Savings and Credit Facilities and Training.

![Organizational Structure Diagram](image)

Figure 1.0 Organizational structure of Nawiri Sacco Society Limited (2014-2015)

Source: Nawiri Sacco Organizational structure(2014)
1.2 Statement of the Problem
Human Resource Management is a function with a variety of activities that for efficiency need to be properly managed. To function optimally these activities will require a better management system, and therefore the need to adopt Human Resource Information Systems. However, this has not been realized in most Sacco institutions which are largely characterized by either non-adoption or partial adoption of the said systems (Evans 1999). This can be largely attributed to inadequate resources, poor infrastructure, poor leadership and the ineffectiveness of communication. This study, therefore, seeks to investigate the factors influencing the adoption of Human Resource Information Systems in Sacco institutions with particular reference to Nawiri Sacco Limited in Embu County, Kenya.

1.3 Purpose of the Study
The purpose of the study was to explore the factors affecting the adoption of human resource information systems in savings and credit companies: a case study of Nawiri Sacco Society limited, Embu County, Kenya.

1.4 Objectives of the study
This research was guided by the following specific objectives

i. To determine the influence of ICT infrastructure on the adoption of Human Resource Information Systems in SACCOs in Kenya.

ii. To establish the role of leadership on the adoption of Human Resource Information Systems in SACCOs in Kenya.

iii. To analyze the influence of resources on the adoption of Human Resource Information Systems in SACCOs in Kenya.

iv. To determine the influence of communication on the adoption of Human Resource Information Systems in SACCOs in Kenya.

1.5 Research Questions

i. How does ICT infrastructure affect the adoption of Human Resource Information Systems in Sacco Societies?
ii. How does leadership affect on the adoption of Human Resource Information Systems in Sacco Societies?

iii. How do resources affect on the adoption of Human Resource Information Systems in government Sacco Societies?

iv. How does communication affect on the adoption of Human Resource Information Systems in Sacco Societies?

1.6 Significance of the Study
The study was significant to Nawiri Sacco limited because they were able to understand the factors affecting the adoption of Human Resource Information Systems in Saccos. More specifically the management of the Sacco used the study's results as a guide in the facilitation of the adoption of Human Resource Information Systems thus realizing organizational success.

The results of the study were used to aid other SACCO institutions to handle the adoption of Human Resource Information Systems and manage it effectively and efficient

Other researchers in this field will utilized the results of this study as part of secondary data in enhancing future studies. The study will facilitate individual Researchers to identify gaps in the current research and carry out research in those areas

1.7 Limitations of the Study
The study was limited by financial constraints. The researcher endeavored to maximize the use of the available resources by reaching for the respondents at their work places especially where several could be found together which was not the case. Another limitation was the unavailability of the respondents and the deliberate distortion of information.

Some respondents did not provide full information for fear of being reprimanded by their superiors for giving out information that could be considered confidential. However, the researcher assured the respondents of their confidentiality of the information that they provided and sought authority from management to undertake research in the organization.
1.8 Scope of the Study
This study will be limited to the factors affecting on the adoption of Human Resource Information Systems in Sacco institutions in Kenya with particular reference to Nawiri Sacco limited located in Embu County. The research study focused on leadership, infrastructure, resources and communication. The research study will be carried out within a period of three months, from October 2014 to May 2015.

1.9 Assumptions of the Study
This study was based on the following assumptions:
First, it was assumed that readiness to adopt Human Resource Information Systems is influenced by certain factors the extent to which this study sought to establish. Secondly, it was assumed that the selected respondents would cooperate and provide the required information honestly and objectively. Finally, it was assumed that the information obtained from this study would be very useful in highlighting the critical issues that need to be addressed to improve SACCOs readiness to adopt HRIS projects in Kenya.

1.10 Definition of significant terms
**Infrastructure:** It is the technological foundation that enables the running of Human Resource operations, including the hardware of computers, servers, routers, cables, network technologies, software, and communications.

**Leadership:** It is the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.

**Efficiency:** In general, describes the extent to which time, effort or cost is well used for the intended task or purpose. It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with minimum amount or quantity of waste, expense, or unnecessary effort.

**HRIS:** Human Resource Information System is an information system which encompasses Payroll, Time and attendance, Performance appraisal,
Benefits administration, Recruiting, Performance record, Scheduling, Absence management among others.

**Adoption:**

It’s the transfer between an old system and the target system in an organization.

**Communication:**

It’s the process of imparting or exchanging information.

**Influence:**

It’s the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

**SACCO:**

It’s a company that provides business loans, credit and savings to customers.
1.11 Organization of the Study
This study comprises of the proposal which entails chapters one, two and three. This chapter has presented the background information, problem statement, purpose of the study, objectives of the study, research questions, significance of the study, scope of the study, limitations of the study and definition of terms used. Chapter two provides a salient review of literature related to the study that illuminates work which has influenced this research and which justifies the need for extending the current research. Chapter three details the research methodology which will be employed in this research. Chapter four discusses issues related to data presentation, analysis and interpretation have been discussed. Chapter five gives the summary, discussions, conclusions and recommendations of the study. This chapter provides the summary, discussion, conclusions and recommendations of the study. This was based on the research findings that is presented and discussed in the previous chapters.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This was an analytical presentation of literature that was reviewed in relation to the influence on the adoption of Human Resource Information Systems in Savings and Credit Companies. More specifically the section looked at literature in relation to the objectives of the study together with theories underpinning the study. A conceptual framework was also derived and also knowledge research gaps were discussed.

2.2 Empirical Literature
Al-Qirim, (2004) and Bernadas & Verville, (2005), suggest that the benefits of technology to the small institutions are not at par with big institutions. This is partly due to the fact that these institutions generally have limited resources and technology capabilities and managerial resources. However, there are some lean and mean institutions that have effectively adopted technology and are enjoying the associated benefits; furthermore opportunities for relatively smaller institutions to adopt technological change are growing due to improved access to the technical and communication infrastructure.

Cohen and Kallirroi (2006) and Avram (2001) argue that although many organizations have adopted technology, a lot of them are unaware of the total costs associated with this investment, as technology is relatively new and require a huge investment outlay to be implemented and used effectively. However, the benefits of technological change should be balanced against the cost and in any case human resource technology is now considered to be one of the main forces towards a new thriving business environment in the SACCOs.

A number of authors have studied the adoption of Human Resource Information Systems and of information systems (IS) in general business, among them Chieochan, Lindley and Dunn (2000), Karahanna, Straub and Chervany (2004). While on the same subject Premkumar and Roberts (1999) analyzed certain factors that influence the adoption of technological change in organizations, such as: relative advantage, the pressure of competition, the support of consultants and the enthusiasm of managers. Thong (2000) concentrated on other factors (the characteristics
of management, the characteristics of the information system, the characteristics of the organization and environmental characteristics). Finally, Chieochan et al., (2000) studied the attitude of managers towards the use of information technology, their knowledge of information technologies, the size of the enterprise, the structure and culture of the organization, and the economy and infrastructure as important factors affecting the adoption of technologies and information systems. However there is hardly any research done on the factors that affect technological change in SACCOs especially within Africa and in particular Kenya. Hence this research study seeks to fill this research gap by investigating factors affecting technological change in SACCOs in Kenya.

2.3 Theoretical Literature

This section presents literature as presented by various authors on HRIS in SACCOs in Kenya. Scholars have developed various theories to explain the Human Resource Information System adoption process. According to Premkumar and Roberts (1999) the scholars have also presented multitudes of associated factors that influence the process. Examples of such theories include Kurt Lewin (1951) three-step change model, Lippitt, Watson, and Westley (1958) a seven-step theory. There are a number of theories that can be used to explain the current failure of adoption of Human Resource Information Systems in SACCOs. These include Kurt Lewin (1951) three-step change model, which views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. Unfreezing is necessary to overcome the strains of individual resistance and group conformity.

Lippitt, Watson, and Westley (1958) extend Lewin’s (1951) Three-Step Change Theory by creating a seven-step theory that focuses more on the role and responsibility of the change agent than on the evolution of the change itself. The seven steps are: Diagnose the problem; assess the motivation and capacity for change; assess the resources and motivation of the change agent; and
maintain the change. Communication, feedback, and group coordination are essential elements in these steps of the change process and gradually terminate from the helping relationship.

Social cognitive theory, proposes that behavior change is affected by environmental influences, personal factors, and attributes of the behavior itself (Robbins 46-47). The individual must possess self-efficacy. They must believe in their capability to perform the behavior and they must perceive that there is an incentive to do so. The theory of reasoned action states that individual performance of a given behavior is primarily determined by a person's intention to perform that behavior. There are two major factors that shape the individual's attention. First, the individual's attitude towards the desired behavior must be positive for change to occur. Second, the influence of the person's social environment or subjective norm which includes the beliefs of their peers and what they believe the individual should do as well as the individual's motivation to comply with the opinions of their peers.

The Lewin's (1951) Three-Step Change Theory, Lippitt, Watson, and Westley (1958) seven-step theory, theory of reasoned and Social cognition all indicate the necessary conditions such as availability of basic infrastructure, resources, change agent (Leadership) communication and feedback and attitude for implementation of change. These processes can be applied in the conceptualization of the factors affecting technological change in SACCOs in Kenya.

Koontz (1984) defined leadership as the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. Kim and Renee (1992) stated that leadership is the ability to inspire confidence and support among the members of the group who are needed to achieve organizational goals. Dubrin (2004) revealed that leadership has several definition including: interpersonal influence, directed through communication toward goal attainment; the influential increment over and above mechanical compliance with directions and orders; an act that causes others to act or respond in a shared direction; the art of influencing people by persuasion or example to follow a line of action.

Premkumar and Roberts (1999) analyzed certain factors that influence the adoption of technological change in organizations, such as: relative advantage, the pressure of competition, the support of consultants and the enthusiasm of managers. Thus the knowledge of factors
influencing the adoption of Human Resource Information System is a prerequisite for gaining competitive advantage in SACCOs.

2.4 Influence of the adoption of Human Resource Information Systems on Savings and Credit Companies

This section presents the factors influencing the adoption of HRIS in SACCOs as presented by various authors and researchers. The factors presented here are ICT infrastructure, leadership, resources and communication.

2.4.1 Influence of ICT infrastructure on the adoption of HRIS in SACCOs in Kenya

An infrastructure is defined as the foundation of a system. It is the technological foundation that enables the running of Human Resource operations, including the hardware of computers, servers, routers, cables, network technologies, software, and communications. Understanding technology infrastructure and thus understanding what is and is not achievable is essential to formulating technology vision and strategy (Teo and Pian, 2004).

The capital infrastructure relates to the funding for the acquisition implementation and use of technology. Managers who run online organizations must learn to manage a staff responsible for design interface, stylistic choices, and editorial policies, and content choices associated with the new communication venue (Du Plessis and Boon, 2004). Finally, all of the decisions related to technology, capital, and strategy are influenced by laws and regulation, that is, public policy decisions. The public policy infrastructure affects not only the SACCOs sectors but also direct and indirect competitors (Jinghua, Wang and Chunjun, 2005).

As SACCOs get a diversity of employees, they require less space to store paper records but increased infrastructure to support technology. Even that infrastructure is changing. The move to wireless is one example; systems that only a year ago were always hardwired are now evolving into wireless. At present most SACCOs have limited wireless capability, but they do understand the need to manage their Human Resource better.

In information technology and on the Internet, infrastructure is the physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeaters, and other devices that control transmission paths. Infrastructure also
includes the software used to send, receive, and manage the signals that are transmitted. In some usages, infrastructure refers to interconnecting hardware and software and not to computers and other devices that are interconnected. However, to some information technology users, infrastructure is viewed as everything that supports the flow and processing of information. Infrastructure companies play a significant part in evolving the Internet, both in terms of where the interconnections are placed and made accessible and in terms of how much information can be carried how quickly.

Human Resource Information Systems emphasizes management information systems of Human Resources which encompasses Payroll, Time and attendance, Performance appraisal, Benefits administration, Recruiting, Performance record, Scheduling, Absence management among others (Teo & Pian, 2004).

There are a number of theories that can be used to explain the current failure of adoption of Human Resource Information Systems in SACCOs. These include Kurt Lewin (1951) three-step change model, which views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. Unfreezing is necessary to overcome the strains of individual resistance and group conformity.

Lippitt, Watson, and Westley (1958) extend Lewin’s (1951) Three-Step Change Theory by creating a seven-step theory that focuses more on the role and responsibility of the change agent than on the evolution of the change itself. The seven steps are: Diagnose the problem; assess the motivation and capacity for change; assess the resources and motivation of the change agent; and maintain the change. Communication, feedback, and group coordination are essential elements in these steps of the change process and gradually terminate from the helping relationship.

Social cognitive theory, proposes that behavior change is affected by environmental influences, personal factors, and attributes of the behavior itself (Robbins 46-47). The individual must possess self-efficacy. They must believe in their capability to perform the behavior and they
must perceive that there is an incentive to do so. The theory of reasoned action states that individual performance of a given behavior is primarily determined by a person's intention to perform that behavior. There are two major factors that shape the individual's attention. First, the individual's attitude towards the desired behavior must be positive for change to occur. Second, the influence of the person's social environment or subjective norm which includes the beliefs of their peers and what they believe the individual should do as well as the individual's motivation to comply with the opinions of their peers.

The Lewin's (1951) Three-Step Change Theory, Lippitt, Watson, and Westley (1958) seven-step theory, theory of reasoned and Social cognition all indicate the necessary conditions such as availability of basic infrastructure, resources, change agent (Leadership) communication and feedback and attitude for implementation of change. These processes can be applied in the conceptualization of the factors affecting technological change in SACCOs in Kenya

2.4.2 influence of leadership on the adoption of HRIS in SACCOs in Kenya

Koontz (1984) defined leadership as the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. Kim and Renee (1992) stated that leadership is the ability to inspire confidence and support among the members of the group who are needed to achieve organizational goals. Dubrin (2004) revealed that leadership has several definition including: interpersonal influence, directed through communication toward goal attainment; the influential increment over and above mechanical compliance with directions and orders; an act that causes others to act or respond in a shared direction; the art of influencing people by persuasion or example to follow a line of action.

It is the Chief Executive Officer who initiates and participates in the adoption of Human Resource Information Systems and establishes a clear goal for the change. To initiate change the Chief Executive Officer needs to be enthusiastic, passionate and a firm believer of the benefits of technology and must be committed to considering technology playing a significant role in the organization. Such change can only be successful if the management is committed to fully support the costs and champion the project. The Chief Executive Officer must expend time and energy to shape vision and strategies for the use of technologies; exploring ways in which
technology's functionality could be leveraged into the business processes and activities (Jones, 2004).

The Chief Executive Officer needs to combine elements of both leadership and management in their role during the entire implementation cycle of technological change (Rashid and Al-Qirim, 2001). This simultaneous double role of leadership championship and management support requires a committed and skilled person to make decision at all times and only dynamic and strong management can represent the advantage of technology (Jingting and Huang 2004) and improve implementation. However, the Chief Executive Officer needs to be aware of the different management roles that they should be carrying out such as - interpersonal roles: developing and maintaining positive relationships with others. These include figurehead, leader and liaison. - Informational roles: receiving and transmitting of information effectively (Chatterjee, 2002). Igbaria et al (1997) found that the support of management positively affected the perceived ease of use and the perceived usefulness of information technology within the organization.

Pearce and Robinson (2003) argue that, the Chief Executive Officer is most closely identified with and ultimately accountable for a change success. The Chief Executive Officer is a symbol of the change strategy. His or her actions and perceived level of commitment to a chosen change strategy, particularly if the strategy represents a major change, exerts significant influence on the intensity of subordinate managers’ commitment to the implementation process. The organization’s mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its Chief Executive Officers. The Chief Executive Officer represents an important source for clarification, guidance and adjustment during implementation. Successful change strategy implementation is directly linked to the unique characteristics, orientation and actions of the Chief Executive Officers. According to Boomer (2007), without a strong leadership in the organization, constructive change is not possible. Change is formulated at the top of the firm, but executed from bottom up.

Responsibility for managing change is with management of the organisation - they must manage the change in a way that employees can cope with. The leaders themselves must embrace the new approaches first, both to challenge and to motivate the rest of the institution. They must
speak with one voice and model the desired behaviors that indicate that they are aligned and committed to the direction of change, understand the culture and behaviors the changes intend to introduce, and can model those changes themselves. Management needs to provide sustained leadership that both recognizes change as a constant and communicates a coherent set of principles throughout the organisation to guide it through the change process. Each level of management, from Chief Executives to line managers, will need to exercise consistent and visible leadership during the period of organizational change. Active and visible leadership will assist the organization, management, staff and unions through the program.

Leaders of change programs must be zealots who create a critical mass among the work force in favor of change. This requires more than mere buy-in or passive agreement. It demands ownership by leaders willing to accept responsibility for making change happen in all of the areas they influence or control. The manager has a responsibility to facilitate and enable change, by interpreting, communicating, fully integrating change into program design and decision making, both informing and enabling strategic direction. It should be based on a realistic assessment of the organization’s history, readiness, and capacity to change.

Confidence in the individuals occupying pivotal managerial positions is directly and positively collated with the top management’s expectation that the change strategy can be successfully executed. Change efforts must include plans for identifying leaders throughout the company and training them so as to align them to the company’s vision, equipped to execute their specific mission, and motivated to make change happen. The particular characteristics that are required to lead technology transition are visionary, inclusive, risk taking, approachable, forward thinking, open to change, commitment, determination, and the ability to communicate (Cope and Waddell 2004). Epstien, (2005) conceptualized leadership in terms of commitment at the top; thorough analysis of a company’s position; significant financial investment which must make resources available and cultural transformation which must make sure the firm culture adapts.

2.4.3 influence of ICT resources on the adoption of HRIS in SACCOs in Kenya

A resource is a source or supply from which benefit is produced. Typically resources are materials or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable. In an organization, the financial, human and technology
resources (computers, telephone lines and cables.) play a very important role in technological change (Rashid and Al-Qirim, 2001). In the case of SACCO institutions in particular, even if the managers perceive the adoption of new technologies as important, the organization often do not have sufficient resources to adopt them. This is a major obstacle to the integration of new technologies in SACCO institutions. Severe organizational constraints on financial, technological and human resources often cause public institutions in developing countries to lag behind their counterparts in developed countries in using new technology. In addition, most businesses in developing countries have very limited experience of operating new technology. As a result, their human, technological, cultural, and structural readiness could become crucial to both facilitating or impeding initial adoption and subsequent institutionalization of new technology (Auger, BarNir and Gallaugher, 2003).

Most SACCOs are generally concerned about the costs of establishing and maintaining new technology since they generally suffer from budget constraints and are less sure of the expected returns on the investment. Some SACCOs cannot afford to adopt sophisticated ICT solutions (Turban, Lee, King and Chung, 2000). According to Hostager, Neil, Decker and Lorentz, (2004) technology maintenance and upgrades can be very costly, especially when the organization prefers highly sophisticated businesses models. Technology maintenance and upgrades may increase over time as the volume of transactions grows, and this may raise costs and generate excessive workload in terms of staff time (Ernst & Young, 2001).

While maintenance and other related services can be subcontracted to private companies some may charge higher rates to the organization because of their location and/or volume (Phillips, 2002). This is a real concern for some organizations, especially those in remote districts where maintenance services may not be available at reasonable cost. Items such as software, online employee biometrics update, pay slip acquisition, leave application can be done over the Internet, but the volume of such on-line operation is still very small (Levy & Powell 2003). In addition, digital delivery may not be feasible or desired by the individual or customers with a slow Internet connection and small download capacity rather than a high-speed (broadband) connection. For the SACCO leaders in technology, narrow cost factors are likely to become less important
(Molla & Licker, 2005). They are more concerned about how to increase their profits by using technology than about costs of adoption. They are concerned, however, about the complementary, invisible costs related to the management and organisational changes required for adopting new technology business strategies (Marshall and McKay, 2002).

Informatics technology resource is very critical in SACCOs. The information technology in the SACCOs refers to the science of information, the practice of information processing, and the engineering of information systems. Informatics underlies the academic investigation and practitioner application of computing and communications technology to employees’ biometrics, filing of returns and human resource education. Human resource informatics refers to the intersection of information science, computer science, and human resource. Human resource informatics describes the use and sharing of information within the human resource sector with contributions from computer science, mathematics, and psychology. It deals with the resources, devices, and methods required for optimizing the acquisition, storage, retrieval, and use of information in human resource. Human Resource informatics tools include not only computers but also Human Resource guidelines, formal Human Resource terminologies, and information and communication systems. Payroll informatics, human informatics are sub disciplines that inform health informatics from different disciplinary perspectives. The processes and people of concern or study are the main variables.

Human resource information technology (HRIT) resources, provides the umbrella framework to describe the comprehensive management of Human resource information across computerized systems and its secure exchange between consumers, providers, government and quality entities, and insurers. Human resource information technology (HRIT) is in general increasingly viewed as the most promising tool for improving the overall quality, safety and efficiency of the Human resource system (Chaudhry et al., 2006)

### 2.4.4 Influence of communication on the adoption of HRIS in SACCOs in Kenya

During any technological change management can reduce levels of uncertainty in the organization by communicating to staff. The communication must cover details such as the aims of technological change; details of the strategies adopted by management; consultation
arrangements (staff and unions); the procedures to be followed, including those which have to be complied with and the timeframe for the program. Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practical. Communication flow in from the bottom and out from the top, and is targeted to provide employees the right information at the right time and to solicit their input and feedback. Often this will require over-communication through multiple, redundant channels.

Change is both an institutional journey and a very personal one. People spend many hours each week at work; many think of their colleagues as a second family. Individuals (or teams of individuals) need to know how their work will change, what is expected of them during and after the change program, how they will be measured, and what success or failure will mean for them and those around them. Team leaders should be as honest and explicit as possible. People will react to what they see and hear around them, and need to be involved in the change process. Highly visible rewards, such as promotion, recognition, and bonuses, should be provided as dramatic reinforcement for embracing change. Sanction or removal of people standing in the way of change will reinforce the institution’s commitment. Most leaders contemplating change know that people matter. It is all too tempting, however, to dwell on the plans and processes, which don’t talk back and don’t respond emotionally, rather than face up to the more difficult and more critical human issues. But mastering the “soft” side of change management need not be a mystery.

In as much as management communicates their strategy to unions, it is important that they also communicate directly with staff. Given that not all staff will be union members, it is normally preferable for this to occur concurrently. Keeping staff informed of all processes and ensuring that the information they receive is accurate, timely and easily accessible can help the change program to run more smoothly.

Technology awareness as a strategy for better Human Resource Management is clearly lacking in SACCOs. Basic email and computer operation are common among some SACCOs with only a
few being aware of the benefits of advanced systems and technologies online information access and update and employment records. Most computer operations in SACCOs are done by clerical and administrative staff, whereas senior managers are excused to leaving this to junior staff. Professionals in the industry feel that awareness cannot be changed through a revolution rather by evolution as more SACCO staff get exposed to Technology and learn about its benefits there will gradually be a change in the way Technology is perceived and adopted for the provision of better Human Resource management.

There is a high level of awareness amongst operations management on the capabilities of technology and current systems that can improve human resource provision. However, cost of equipment and services (e.g. leased lines) is cited as a factor in implementation of technology budgets especially for those small SACCOs. Various SACCO managers especially small SACCOs explained that any serious investment in technology can only happen with specific donor support for this (Human Resource Information Management, 2003)

2.5 Conceptual Framework
Mugenda and Mugenda (2003), define a conceptual framework as a hypothesized model identifying the concepts under study and their relationships. A conceptual framework is very important in any research study being undertaken. The conceptual framework in Figure 1 shows the relationship between the dependent variable and the independent variable. It also shows the expected outcomes from the interaction of the variables. In this study the independent variables are the various objectives that the study intends to achieve while the dependent variable is the topic under study.

Technology infrastructure enables the running of Human Resource Information Systems. This includes the hardware of computers, servers, routers, cables, network technologies, software, and communications Understanding technology infrastructure and thus understanding what is and is not achievable is essential to formulating human resource technology vision and strategy.

The Chief Executive officer is a symbol of the change strategy. His or her actions and perceived level of commitment to a chosen change strategy, particularly if the strategy represents a major
change, exerts significant influence on the intensity of subordinate managers’ commitment to the implementation process.

Financial, human and technology resources play a very important role in technological change, however, public organization often do not have sufficient resources to adopt them. This is a major obstacle to the integration of new technologies in SACCOs. Severe organizational constraints on financial, technological and human resources often cause public institutions in to lag behind in using new technology.

During technological change management can reduce levels of uncertainty in the organisation by communicating to staff: the communication must cover details such as the aims of technological change; details of the strategies adopted by management; consultation arrangements (staff and unions); the procedures to be followed, including those which have to be complied with and the time frame for the program.
Independent Variables

- ICT Infrastructure
  - Computers
  - Networks
  - Information systems
- Communication
  - Mode of communication
  - Effective communication
  - Channels of communication
- Leadership
  - Leadership style
  - Human Resource Manager
  - Operations Management
- Resources
  - Right equipment
  - Servicing and maintenance
  - State of the Art Equipment

Moderating Variable

- Government Policies

Dependent Variable

- Adoption of HRIS in SACCOs in Kenya
  - Competitive advantage
  - Improved efficiency
  - Increased production

Intervening Variable

- Politics
- Culture

Figure 2 Conceptual Framework
2.6 Summary and Study Gaps
Technology infrastructure enables the running of human resource operations, including the hardware of computers, servers, routers, cables, network technologies, software, and communications. Understanding technology infrastructure and thus understanding what is and is not achievable is essential to formulating human resource technology vision and strategy. The Chief Executive officer is a symbol of the change strategy. His or her actions and perceived level of commitment to a chosen change strategy, particularly if the strategy represents a major change, exerts significant influence on the intensity of subordinate managers’ commitment to the implementation process.

Financial, human and technology resources play a very important role in technological change, however SACCOs often do not have sufficient resources to adopt them. This is a major obstacle to the integration of new technologies in SACCOs. Severe organizational constraints on financial, technological and human resources often cause SACCOs to lag behind in using new technology. During any technological change management can reduce levels of uncertainty in the organisation by communicating to staff: the communication must cover details such as the aims of technological change; details of the strategies adopted by management; consultation arrangements (staff and unions); the procedures to be followed, including those which have to be complied with and the timeframe for the program.

Lack of adequately trained manpower for operation and maintenance of imported technology is a serious problem in several SACCOs. One identifiable case is inadequate training of technicians in SACCOs from technology suppliers is one of the causes to handle and maintain the technology transferred to the SACCO institutions. Employees’ attitudes influence the technology transfer process as the characteristics of staff and management team such as education, gender, age, needs, constraints, opportunities, and socioeconomic status factors do affect technology change decisions.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the procedures that were followed in conducting the study. It outlines the research design, target population, sampling design, sample size, data collection instruments and data analysis methods. It gives the procedures that were undertaken to gather measure and analyze data. It presents in details the characteristics of subjects and the apparatus that the researcher used as well as the procedures that were followed in the whole process of the research.

3.2 Research Design
While Kombo and Tromp refer to the research design as the “glue” that holds all the elements in a research together, Orodho (2003) defines it as a scheme, outline or plan that will be used to generate answers to research problems. It is the conceptual structure within which the research is to be carried out. This study applies descriptive survey research since it describes a phenomenon. By description it means considering such basic questions as what, how, when and where about a given phenomenon. Descriptive research design was used because it deals with clearly defined problems with definite objectives (Kombo & Tromp, 2006). Descriptive research design is a scientific method which involves observing and describing the behavior of subjects without influencing it in any way (Bryman, 2001). Descriptive design involves measurement, classification, analysis, comparison and interpretation of data. Being a descriptive study, the researcher aimed at unveiling the influence of the adoption of Human Resource Information System, the case being Nawiri Sacco limited, Embu County, Kenya.

3.3 Target Population
According to Mugenda and Mugenda (2003), a population is a complete set of individuals, cases or objects with some common observable characteristics while target population refers to that population to which a researcher wants to generalize the results of a study. The target population consisted of fifteen (15) management staff, forty five (45) junior staff and ten (10) support staff of Nawiri Sacco Limited, as indicated in the population frame provided by Nawiri Sacco Limited. Nawiri SACCO limited has a staff population of 70 (Nawiri Sacco Limited employee
data (2014). A population frame is a comprehensive itemized list of all subjects, which comprise the study population, from which a sample was taken (Lacey and Gerrish. 2006).

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Population</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>15</td>
<td>21.4</td>
</tr>
<tr>
<td>Junior Staff</td>
<td>45</td>
<td>64.3</td>
</tr>
<tr>
<td>Support Staff</td>
<td>10</td>
<td>14.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Nawiri Sacco Limited employee data (2014)

3.4 Sample and Sampling procedure

Sampling is that part of statistical practice concerned with the selection of an unbiased or random subset of individual observations within a population of individuals intended to yield some knowledge about the population of interest, especially for the purposes of making fair generalization of results back to the population from which they were chosen (Bernard, 2002).

This study used stratified random sampling to obtain a sample of participants from the study population. According to Kothari (2000), a stratified random sampling is used where the population comprises a number of distinct categories, the frame can be organized by these categories into separate "strata." Each stratum is then sampled as an independent sub-population, out of which individual elements can be randomly selected. This was the preferred sampling strategy because the study population was not homogeneous as it consisted of different staff cadres making it the most appropriate sample to come up with the target sample.

According to Bartlett, Kotrlik and Higgins (2001) the size of the sample depends upon the precision the researcher desires in estimating the population parameter at a particular confidence level hence there is no single rule that can be used to determine sample size. Therefore, from the target population of 70, a sample size of 85% was taken giving a respondent base of 60 consisting of management staff, junior staff and support staff, as shown on table 3.2 below. This
sample size is considered representative and comprehensive in the coverage of the study objectives and feasible considering time and financial constraints

3.4.1 Sample Size
Nawiri SACCO society is structured into Management, Junior Staff and the Support Staff. The management entails the Chief Executive Officer, Finance Manager, Internal Auditor, Human Resource Manager, Credit Manager, ICT Manager, Marketing Manager and Branch Managers. The study involved 59 staff. Twelve management staff, thirty six junior staff and eight Support Staff as indicated in Table 3.1

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Actual</th>
<th>Percentage (%)</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>15</td>
<td>80.0</td>
<td>12</td>
</tr>
<tr>
<td>Junior Staff</td>
<td>45</td>
<td>86.7</td>
<td>39</td>
</tr>
<tr>
<td>Support Staff</td>
<td>10</td>
<td>80.0</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>84.0</strong></td>
<td><strong>59</strong></td>
</tr>
</tbody>
</table>

In order to determine the size of the sample to be used, the Yamani Taro (1967) formula was used. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and is expressed mathematically thus:

\[ \pi = \frac{N}{1 + Ne^2} \]

Where \( \pi \) = sample size
N= target population
\( e \) = maximum acceptable margin of error (5%)

Thus in this study, the desired sample size given that the total population of the SACCO is 70 is:

\[ \pi = \frac{70}{1 + 70(0.05)^2} \]
Applying to the above formula the minimum sample size obtained was 59. This study involved 59 staff of Nawiri SACCO society. Salkind (2005) proposes a rule of the thumb for determining a sample size and says that a size of 59 is appropriate for most academic researches.

3.4.2 Sample Procedure
The study employed a combination of both probability and non-probability sampling techniques. The probability sampling technique was simple random sampling. Simple random sampling was employed in order to randomly pick the respondents who are the staff to participate in the study. This study randomly selected the respondents from all candres. Once the candres were randomly identified, systematic sampling procedure was used to collect data through questionnaires in the subsequent respondents within the cluster. The non-probability sampling technique for the study was purposive sampling. Purposive sampling was used to select Nawiri SACCO as the study area due to proximity to the researcher, time available for research and budgetary constraints. The Nawiri SACCO staff were randomly selected to participate in the study.

3.5 Research Instruments
The primary data for this study was collected using questionnaires and complemented by desk research hence ensuring that detailed and relevant information on the subject of study was collected. The study questionnaires consisted of a mixture of open ended and close ended questions and according to Polit, and Beck (2003), this allows for intensity and richness of individual perceptions in responses. The study used questionnaires because they are flexible and facilitates the capture of in-depth knowledge of the respondents, promotes respondent cooperation and allows the interviewer to probe further for clarification of issues (Patton, 2002). As a method of data collection questionnaires are appropriate because they are easy to analyze, and are cost effective (Streubert & Carpenter ,2003). The questionnaires were self administered containing mainly closed and open ended questions to the sample respondents. Each respondent received the same set of questions in exactly the same way. A letter requesting for information accompanied the questionnaire explaining the purpose of study to the respondents
3.6 Pretesting of the Instruments
Prior to the research instruments being administered to the participants, pre-testing was done aimed at determining the validity and reliability of the research tools to ensure that the questions were applicable and clearly comprehensible. The research instruments were administered on a small representative sample but the group was not used in the actual study. It involved ten (10) random staff in Nawiri SACCO who were approached and interviewed. The respondents were not included in the actual research sample size.

3.6.1 Pilot Study
A pilot study was conducted in Nawiri SACCO. The research instrument was piloted on a small representative sample but the group was not used in the actual study. It involved ten (10) random staff in Nawiri SACCO who were approached and interviewed. The respondents were not included in the actual research sample size. The pilot study was to enable the researcher check whether the items used were valid and reliable and also correct misunderstanding, check language level and eliminate ubiquity at the right time. The pilot also extracted comments from respondents which helped in improving the instruments, modifying and making clear the instructions given in order to avoid misinterpretation during the actual data collection.

3.6.2 validity of the Research Instruments
Mugenda and Mugenda, (1999) defined validity as the accuracy and meaningfulness of inference which are based on the research results. It is the degree to which results from analysis of the data generated by a study actually represent phenomena under study. The questions in the questionnaire were simple, straight forward devoid of any ambiguity. The questions elicited the relevant information for this study. The questionnaires were each tailored for the specific respondents. This study adopted content validity which is the extent to which a measuring instrument provides adequate coverage of the topic under study. This research also used content validity to examine whether the instruments will answer the research questions. In order to establish content validity and make adjustments and/or additions to the research instruments, consultation and discussion with the supervisor were done.
3.6.2 Reliability of the Research Instruments
According to Mugenda (2008) reliability is the proportion of variance attributable to the time measurement of a variable and estimated the consistency of such measurements over time from a research instrument. It is a measure of the degree to which a research instrument would yield the same results or data after repeated trials. In order to ensure reliability, the study employed self administration approach of data collection and monitor the process to ensure that people outside did not fill the questionnaires. In many cases, the questionnaire was filled while the researcher waits, thereby providing clarification where necessary whereas in cases where the questionnaire were to be left behind, the respondents were asked to go through the questions and seek clarification where necessary, thus raising the reliability. Reliability is synonymous with repeatability or stability and a measurement that yields consistent results over time is said to be reliable (Kothari, 2008). The test retest method was used to ascertain the reliability. Cronbach’s alpha formula was used in calculating the reliability of study instrument. A coefficient of 0.8 will be accepted (Mugenda, 2008).

3.7 Data Collection Procedure
The researcher applied a research permit from the Ministry of Higher Education, Science and Technology. In the meantime, the researcher first obtained a transmittal letter from the University department offices to aid get authorization to collect data from the respondents. To ensure that the purpose of the study was achieved, the researcher interviewed one person at a time. The respondents were assured both in writing and verbally that the information obtained from them would be treated with ultimate confidentiality. They were therefore requested to provide the information truthfully and honestly. The study relied on data collected through a questionnaire structured to meet the objectives of the study. Research assistants were used to drop and pick the questionnaires from the respondents after they had been filled. The study also used an interview guide to gather information from the top and middle level management. The researcher explained the purpose of the study and offered guidance to the respondents on the way to fill the questionnaire before administering the questionnaire. The questions were both open ended and closed ended. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study. Each item was developed to address specific themes of the study. The
questionnaires were distributed to selected members of the sample. The study used questionnaires because they are less costly and not time consuming. The study employed self-administration approach of data collection and monitored the process to ensure that people outside the sample did not fill the questionnaires. In many cases, the questionnaires were filled while the researcher waits, thereby providing clarification where necessary whereas in cases where the questionnaires were to be left behind, the respondents were asked to go through the questions and seek clarification where necessary. The researcher made subsequent visits and courtesy calls when necessary to remind the respondents to fill in the questionnaire thereby increasing the response rate. The researcher also booked appointments with top officials in Nawiri SACCO limited so as to interview them.

3.8 Data Analysis

After administering the questionnaire, the researcher converted into numerical codes for statistical analysis. SPSS Version 20 was used for data analysis. Descriptive statistics was computed for all the variables to ensure quality of data. The researcher then used descriptive statistics to show distribution relationships between variables under study and proportions in terms of texts, percentages and Tables.

In addition, the study also conducted a multiple regression analysis so as to determine whether there will be a relationship among the factors affecting the adoption of Human Resource Information System in Savings and Credit Companies. The factors to be considered by the study included $\mathbf{\beta}$ (independent variables) and dependent variable is $Y$.

The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \bar{U}$$

Where $Y$ is the dependent variable (adoption) $\beta_0$ is the regression coefficient, $\beta_1$, $\beta_2$, $\beta_3$ and $\beta_4$ are the slopes of the regression equation, $X_1$ is resources, $X_2$ is infrastructure, $X_3$ is leadership, $X_4$ is communication while $\bar{U}$ is an error term normally distributed about a mean of 0 and for purposes of computation, the $\bar{U}$ is assumed to be 0. The equation was solved by use of statistical model where SPSS was applied. This generated quantitative report from this analysis which resulted in inferential statistics.
3.9 Operational definition of Variables

Table 3.2 gives a summary of research objectives, variables of the study, their indicators, level of measurement, tools of analysis for each objective and type of tool employed for each objective.

**Table 3.3: Operational definition of Variables**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Variable</th>
<th>Indicator</th>
<th>Measurement</th>
<th>Tools of Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>To investigate the influence of the adoption of Human Resource Information System in Savings and Credit Companies: A case of Nawiri Sacco, Embu County.</td>
<td>adoption of Human Resource Information System</td>
<td>Contribution to competitive advantage, production and efficiency</td>
<td>Ordinal</td>
<td>-Mean and Standard deviation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-Correlation &amp; Regression</td>
</tr>
<tr>
<td>To determine the influence of appropriate infrastructure on the adoption Human Resource Information System</td>
<td>Infrastructure</td>
<td>-Right equipment</td>
<td>Ordinal</td>
<td>-Mean and Standard deviation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Servicing and Maintenance</td>
<td></td>
<td>-Correlation &amp; Regression</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-State of the Art Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sufficient Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To establish the role of organizational leadership on the adoption of Human Resource Information System</td>
<td>Leadership</td>
<td>-Leadership style</td>
<td>Interval</td>
<td>-Mean and Standard deviation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Human Resource Manager</td>
<td></td>
<td>-Correlation &amp; Regression</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Operations Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To determine the influence of communication on the adoption of Human Resource Information System</td>
<td>Communication</td>
<td>-mode of communication</td>
<td>Interval</td>
<td>-Mean and Standard deviation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Effective communication</td>
<td></td>
<td>-Correlation &amp; Regression</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Channels of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>communication</td>
<td>ordinal</td>
<td>-Mean and Standard deviation</td>
<td>-Correlation &amp; Regression</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>To analyze the influence of available resources on the adoption of Human Resource Information System</td>
<td>Resources</td>
<td>-Right equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Servicing and Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>-State of the Art Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sufficient Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.10 Ethical Consideration of the Study

Even as this research aimed at adding to the knowledge of ICT, it upheld utmost confidentiality about the respondent. The study made certain that all the respondents were given free will to participate and contribute voluntarily to the study. In addition, the study ensured that necessary research authorities were consulted and consent approved and appropriate explanations specified to the respondents before investigation of the study.

3.11 Chapter Summary

This chapter outlines the overall approach to be taken in the research study. It describes the population. The chapter also describes the research procedures indicating the data collection methods and data collection instruments. It also describes the data analysis methods stating the various methods and procedures to be used. It has indicated how the data will be analyzed. It has specifically dealt with determination of research design, determination of the type and the sources of data, estimation of the research population, sampling design, data collection and design of data collection instrument and data analysis.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

In this chapter the key issues related to data presentation, analysis and interpretation have been discussed. It presents study responses regarding influence of the adoption of Human Resource Information System on SACCOs in Kenya. First, the research response rate has been computed, presented and interpreted. Secondly, the demographic characteristics of the participants have been described. Thirdly, the findings on the four key objective areas of the study have been presented and interpreted. The responses were analyzed using descriptive and inferential statistics. The data has been presented in tables.

4.2 The Study Response Rate

Out of 64 questionnaires which had been administered to the interviewees, 59 of them were returned for analysis. This translates to 92.2 percent return rate of the respondents. Overall, the response rate was considered very high and adequate for the study as shown in Table 4.1;

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>59</td>
<td>92.2</td>
</tr>
<tr>
<td>Not Returned</td>
<td>5</td>
<td>7.8</td>
</tr>
<tr>
<td>Issued</td>
<td>64</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.1 shows that there was a high response rate of 59 (92.2%) and that most of the respondents understood the questionnaire.

4.2.1 Demographic Characteristics of the Respondents

The respondents were Nawiri SACCO staff who were of different categories. The categories were characterized by gender, age, academic achievement, duration of service in the SACCO, and being conversant with the term readiness to adopt HRIS in the SACCO. The summary of the Nawiri SACCO staff distribution by gender is given in Table 4.2
Table 4.2: Distribution of Nawiri SACCO staff by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>39</td>
<td>66.1</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>33.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

According to the data shown in Table 4.2, out of the 59 Nawiri SACCO staff who participated in the study, 39 (66.1%) the majority were male while 20 (33.9%) were female. The findings give an indication that most of the Nawiri SACCO staff have majority male. The distribution of Nawiri SACCO staff by age is given in Table 4.3

Table 4.3: Distribution of Nawiri SACCO staff by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-32 years</td>
<td>2</td>
<td>3.4</td>
</tr>
<tr>
<td>33-37 years</td>
<td>4</td>
<td>6.8</td>
</tr>
<tr>
<td>38-42 years</td>
<td>19</td>
<td>32.2</td>
</tr>
<tr>
<td>43-47 years</td>
<td>22</td>
<td>37.2</td>
</tr>
<tr>
<td>48-52 years</td>
<td>8</td>
<td>13.6</td>
</tr>
<tr>
<td>53 and above years</td>
<td>4</td>
<td>6.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

It is evident from the data shown in Table 4.3 that, majority of Nawiri SACCO staff (22) were aged 43-47 years, 19 (32.2%) were aged 38-42 years, 8 (13.6%) were aged 48-52 years. The table further reveals that (4) and (4) fell under the age bracket of 33-37 years and 53 and above years respectively having a combined percentage of 13.6%. Only 2 (3.4%) of the Nawiri SACCO staff were aged 28-32 years. The distribution of Nawiri SACCO officials by education level is given in the Table 4.4
Table 4.4: Distribution of Nawiri SACCO staff by Education Level

<table>
<thead>
<tr>
<th>Academic Achievements</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>6</td>
<td>10.2</td>
</tr>
<tr>
<td>Diploma</td>
<td>8</td>
<td>13.6</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>30</td>
<td>50.8</td>
</tr>
<tr>
<td>Masters</td>
<td>15</td>
<td>25.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The results in Table 4.4 indicate that, majority (30), of the Nawiri SACCO staff have attained an undergraduate degree, 15(25.4%) have attained a masters degree, 8(13.6%) have attained a diploma level of education and 6(10.2%) have attained a certificate degree. The findings point that majority of Nawiri SACCO staff are well educated for their jobs. The distribution of Nawiri SACCO staff by how long they have been working in the SACCO is given in Table 4.5.

Table 4.5: Distribution of Nawiri SACCO Staff by Length of Service

<table>
<thead>
<tr>
<th>Duration of service</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 years</td>
<td>25</td>
<td>42.4</td>
</tr>
<tr>
<td>4-6 years</td>
<td>22</td>
<td>37.3</td>
</tr>
<tr>
<td>7-9 years</td>
<td>7</td>
<td>11.9</td>
</tr>
<tr>
<td>Over 9 years</td>
<td>5</td>
<td>8.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The findings on Table 4.5 indicate that majority of Nawiri SACCO staff have served for 1-3 years 25(42.4%), 22 (37.3%) for 4-6 years, 7 (11.9) for 7-9 years and 5 (8.4%) for over 9 years. The distribution of the staff by how conversant they are with the Human Resource Information System is given in Table 4.6.

Table 4.6: Being conversant with Human Resource Information System

<table>
<thead>
<tr>
<th>Being conversant</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Conversant</td>
<td>49</td>
<td>83.0</td>
</tr>
<tr>
<td>Partially Conversant</td>
<td>9</td>
<td>15.3</td>
</tr>
<tr>
<td>Not Conversant</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
The findings on Table 4.6 indicates that majority of Nawiri SACCO staff 49 (83%) are very conversant with the Human Resource Information Systems while 9(15.3%) are partially conversant with Human Resource Information System whereas 1 (1.7%) is not conversant with Human Resource Information System. The findings also give an indication that Nawiri SACCO staff are well conversant with the Human Resource Information System.

4.2.2 Influence of Resources availability on the adoption of HRIS in SACCOs in Kenya

This section looks at the influence of Resources availability on the adoption of HRIS in Nawiri SACCO limited which is one of the objectives of the study.

All Nawiri SACCO staff 59 (100.0%) who participated in the study agreed that Resources availability influences the adoption of HRIS in SACCOs in Kenya. The extent to which Resources availability influences the adoption of HRIS in SACCOs in Kenya is given in Table 4.8:

<table>
<thead>
<tr>
<th>Extent of Human resource availability</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large extent</td>
<td>18</td>
<td>30.5</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>41</td>
<td>69.5</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The findings on Table 4.8 indicate that majority 41 (69.5%) of the Nawiri SACCO staff agreed that resource availability influences the adoption of HRIS on SACCOs in Kenya to a moderate extent while 18 (30.5%) indicate to a large extent. The findings give an indication that resource availability is critical in the adoption of HRIS in SACCOs in Kenya. The findings supports Rashid and Al-Qirim (2001), who states, in an organization, the financial, human and technology resources (computers, telephone lines and cables) play a very important role in technological change. The extent to which the following factors in regard to resource availability influence on the adoption of HRIS in the management of SACCOs in Kenya is given in Table 4.9.
Table 4.9: Extent to which the following factors in regard to resource availability influences the adoption of HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Factor</th>
<th>No extent at all (%)</th>
<th>Little extent (%)</th>
<th>Moderate extent (%)</th>
<th>Great extent (%)</th>
<th>Very great extent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right and state of Art resources</td>
<td>0.0</td>
<td>0.0</td>
<td>10.0</td>
<td>10.0</td>
<td>80.0</td>
</tr>
<tr>
<td>Sufficient Resources</td>
<td>0.0</td>
<td>0.0</td>
<td>12.5</td>
<td>12.5</td>
<td>75.0</td>
</tr>
<tr>
<td>Servicing of the resources</td>
<td>0.0</td>
<td>0.0</td>
<td>25.0</td>
<td>62.5</td>
<td>12.5</td>
</tr>
</tbody>
</table>

The results in Table 4.9 indicate that, majority of the Nawiri SACCO staff agreed to a large extent that the right and state of the art resources (80.0%) and sufficient resources (75.0%) are factor in regards to resource availability influence the adoption of HRIS in SACCOs in Kenya. The table further reveals that a large proportion of the respondents agreed to a great extent that Servicing of resources (62.5%) is a factor in regard to resource availability influences the adoption of HRIS in SACCOs in Kenya.

4.2.3 Influence of leadership on the adoption of HRIS on SACCOs in Kenya
This section looks at the influence of leadership on the adoption of HRIS on SACCOs in Kenya which is another objective of the study.

All the Nawiri SACCO staff 59 (100%) agreed that leadership influences the adoption of HRIS on SACCOs in Kenya. The extent to which leadership influences the adoption of HRIS on SACCOs in Kenya is given in Table 4.11
Table 4.11: Extent to which leadership influences the adoption of HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Extent of Leadership</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large extent</td>
<td>30</td>
<td>50.8</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>29</td>
<td>49.2</td>
</tr>
<tr>
<td>Total</td>
<td>59</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The findings on Table 4.11 indicate that majority 59 of the Nawiri SACCO officials agreed to a large extent (30) and moderate extent (29) having a combined percentage of 100.0% that leadership influences the adoption of HRIS on SACCOs in Kenya. The findings are in line with Boomer (2007), who says, without a strong leadership in the organization, constructive change is not possible. The extent to which the following factors in regard to leadership influences the adoption of HRIS on SACCOs in Kenya is given in Table 4.12

Table 4.12: Extent to which the following factors in regard to leadership influences the adoption of HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Factor</th>
<th>No extent at all (%)</th>
<th>Little extent (%)</th>
<th>Moderate extent (%)</th>
<th>Great extent (%)</th>
<th>Very great extent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership age and Gender</td>
<td>0.0</td>
<td>0.0</td>
<td>29.1</td>
<td>60.9</td>
<td>10.0</td>
</tr>
<tr>
<td>Leadership attitude</td>
<td>0.0</td>
<td>0.0</td>
<td>12.5</td>
<td>75.0</td>
<td>12.5</td>
</tr>
<tr>
<td>Professional Experience</td>
<td>0.0</td>
<td>0.0</td>
<td>10.0</td>
<td>80.0</td>
<td>10.0</td>
</tr>
</tbody>
</table>

The results in Table 4.12 indicate that, majority of Nawiri SACCO staff agreed to a great extent that professional experience (80.0%) leadership attitude (75.0%) and leadership age and gender (60.9%) are factors in regard to leadership influences the adoption of HRIS on SACCOs. The findings in Table 4.12 reveal that adoption of professional experience, leadership age and Gender (29.1%) is a factor in regard to leadership influence on the adoption of HRIS on SACCOs in Kenya.
4.2.4 Influence of communication on the adoption of HRIS on SACCOs in Kenya

This section looks at the influence of communication on the adoption of HRIS on SACCOs in Kenya which is a further objective of the study. The influence of communication on the adoption of HRIS on SACCOs is given in Table 4.13.

Table 4.13: Influence of Communication on the adoption of HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Communication</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>57</td>
<td>96.7</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The findings on Table 4.13 indicate that majority 57 (96.7%) of Nawiri SACCO staff agreed that communication on Nawiri SACCO management influences the adoption of HRIS on SACCOs in Kenya while 2 (3.3%) disagreed. The findings are in line with Lewin’s (1951) Three-Step Change Theory, Lippitt, Watson, and Westley (1958) seven-step theory, theory of reasoned and Social cognition all indicate the necessary conditions such as availability of basic infrastructure, resources, change agent (Leadership) communication and feedback and attitude for implementation of change. The extent to which communication influences the adoption of HRIS in SACCOs in Kenya is given in Table 4.14.

Table 4.14: Extent to which communication influences the adoption of HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Extent of Communication</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large extent</td>
<td>10</td>
<td>16.9</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>46</td>
<td>78.0</td>
</tr>
<tr>
<td>Small extent</td>
<td>3</td>
<td>5.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The result in Table 4.14 indicates that, majority 46 (78.0%) of Nawiri SACCO staff indicate that communication in SACCOs influences the adoption of HRIS in SACCOs in Kenya to a moderate
extent. The findings further indicate that 10 of the respondents indicated that communication in SACCOs influences the adoption of HRIS on SACCOs to a large extent (16.9%) and 3 (5.1%) to a small extent. The indicators of communication in SACCOs which influence the adoption of HRIS on SACCOs in Kenya is given in Table 4.15

Table 4.15: Extent to which the following factors in regard to communication influences the adoption of HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Factor</th>
<th>No extent at all (%)</th>
<th>Little extent (%)</th>
<th>Moderate extent (%)</th>
<th>Great extent (%)</th>
<th>Very great extent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Right mode of communication</td>
<td>0.0</td>
<td>0.0</td>
<td>40.0</td>
<td>50.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Effective communication</td>
<td>0.0</td>
<td>0.0</td>
<td>10.0</td>
<td>13.3</td>
<td>76.7</td>
</tr>
<tr>
<td>Availability of the right channel of communication</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>3.3</td>
<td>96.7</td>
</tr>
</tbody>
</table>

The results in Table 4.15 indicate that, majority of Nawiri SACCO staff agreed to a great extent that availability of the right channel of communication (96.7%) and effective communication and SACCOs mode of communication (76.7%) are factors in regard to communication in SACCOs influences the adoption of HRIS in SACCOs in Kenya. The table further reveals that a large proportion of the respondents agreed to a great extent that availability of the right mode of communication (50%) is a factor in regard to communication in SACCOs influences adoption of HRIS on SACCOs in Kenya.

4.2.5 influence of ICT infrastructure on adoption of HRIS on SACCOs in Kenya

All the Nawiri SACCO staff 59 (100.0%) indicated that ICT infrastructure influences the adoption of HRIS in SACCOs in Kenya. The study findings are in line with Teo and Pian (2004) who asserts that understanding technology infrastructure and thus understanding what is and is
not achievable is essential to formulating technology vision and strategy. The extent to which infrastructure influences the adoption of HRIS on SACCOs in Kenya is given in Table 4.17.

**Table 4.16: Extent to which ICT infrastructure influences the adoption of HRIS on SACCOs in Kenya**

<table>
<thead>
<tr>
<th>Extent of ICT infrastructure</th>
<th>Frequency (F)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large extent</td>
<td>30</td>
<td>50.8</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>29</td>
<td>49.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The findings on Table 4.16 indicate that all 59 Nawiri SACCO staff agreed to a large extent (30) and to a moderate extent (29) having a combined percentage of 100%, that ICT infrastructure influences the adoption of HRIS on SACCOs in Kenya. The extent to which the following factors in regard to ICT infrastructure influences the adoption of HRIS on SACCOs in Kenya is given in Table 4.17.

**Table 4.17: Extent to which the following factors in regard to ICT infrastructure influences the adoption of HRIS on SACCOs in Kenya**

<table>
<thead>
<tr>
<th>Availability and access of computers and hardware</th>
<th>No extent at all (%)</th>
<th>Little extent (%)</th>
<th>Moderate extent (%)</th>
<th>Great extent (%)</th>
<th>Very great extent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Networks both internal and external</td>
<td>0.0</td>
<td>0.0</td>
<td>12.5</td>
<td>12.5</td>
<td>75.0</td>
</tr>
<tr>
<td>Availability of reliable and secure information systems</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>9.6</td>
<td>90.4</td>
</tr>
</tbody>
</table>
The results in Table 4.17 indicate that, majority of the Nawiri SACCO staff agreed to a great extent that availability of reliable and secure information systems (90.4%) and availability of networks both internal and external (75.0%) are factors in regard to infrastructure influences the adoption of HRIS on SACCOs. The table further reveals that a large proportion of the respondents agreed to a great extent that availability and access of computers and hardware (80.0%) is a factor in regard to ICT infrastructure influences adoption of HRIS on SACCOs in Kenya. The extent to which the following are challenges facing SACCOs influences on the adoption of HRIS on SACCOs in Kenya is given in Table 4.18

### Table 4.18: Challenges facing SACCOs readiness to adopt HRIS on SACCOs in Kenya

<table>
<thead>
<tr>
<th>Challenges</th>
<th>No extent at all (%)</th>
<th>Little extent (%)</th>
<th>Moderate extent (%)</th>
<th>Great extent (%)</th>
<th>Very great extent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate and poor training on ICT use</td>
<td>0.0</td>
<td>0.0</td>
<td>10.0</td>
<td>6.3</td>
<td>93.7</td>
</tr>
<tr>
<td>Inadequate ICT equipment in SACCOs</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>9.6</td>
<td>90.4</td>
</tr>
<tr>
<td>Lack of Technical support</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>12.5</td>
<td>87.5</td>
</tr>
<tr>
<td>Limited access to internet</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>20.0</td>
<td>80.0</td>
</tr>
<tr>
<td>Negative attitude towards computers in SACCOs</td>
<td>0.0</td>
<td>0.0</td>
<td>12.5</td>
<td>12.5</td>
<td>75.0</td>
</tr>
<tr>
<td>Limited support by top management</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>62.5</td>
<td>27.5</td>
</tr>
</tbody>
</table>

The results in Table 4.18 indicate that, majority of the Nawiri SACCO staff agreed to a great extent that inadequate and poor training on ICT use (93.7%), inadequate ICT tools in SACCOs (90.4%), lack of technical support (87.1%), limited access to internet (80.0%) and negative
attitude towards computers in SACCOs (75.0%) are challenges facing SACCOs towards adoption of HRIS in Kenya. The table further reveals that a large proportion of the respondents agreed to a great extent that; limited support by top management (62.5%) and limited access to internet (20.0%) are challenges facing SACCOs readiness to adopt the HRIS in Kenya.

4.2.6 Nawiri SACCO staff suggestions/recommendations for improvement/action towards the influence of the adoption of HRIS on SACCOs in Kenya
The study sought to find out from the staff suggestions and recommendations for improvement/action towards the influence on the adoption of HRIS on SACCOs in Kenya. The responses given include: educating the staff through regular workshops; ICT training should be part of each year’s work plan; educating the staff on the need of ICT awareness; enough capital to set up state of the art ICT infrastructure; technology change, modernization and globalization; adequate human resource on ICT to ensure that adequate support is given to the staff.
### 4.2.7 Correlation Analysis

**Table 4.19: Correlation Analysis**

<table>
<thead>
<tr>
<th>Influence of resources on the adoption of HRIS on SACCOs in Kenya</th>
<th>Influence of ICT infrastructure on the adoption of HRIS on SACCOs in Kenya</th>
<th>Influence of leadership on the adoption of HRIS on SACCOs in Kenya</th>
<th>Influence of communication on the adoption of HRIS on SACCOs in Kenya</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>.755</td>
<td>.318</td>
<td>.665</td>
</tr>
<tr>
<td>Correlation</td>
<td>1</td>
<td>.143</td>
<td>1.000**</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Influence of resources on the adoption of HRIS on SACCOs in Kenya</th>
<th>Influence of ICT infrastructure on the adoption of HRIS on SACCOs in Kenya</th>
<th>Influence of leadership on the adoption of HRIS on SACCOs in Kenya</th>
<th>Influence of communication on the adoption of HRIS on SACCOs in Kenya</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>.755</td>
<td>.318</td>
<td>.665</td>
</tr>
<tr>
<td>Correlation</td>
<td>1</td>
<td>.143</td>
<td>1.000**</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed)**

The Pearson correlation co-efficient of influence on the adoption of HRIS on SACCOs in Kenya and influence of ICT infrastructure on the adoption of HRIS on SACCOs in Kenya is 0.755, influence of leadership on the adoption of HRIS on SACCOs in Kenya (0.318), and influence of communication on the adoption of HRIS on SACCOs in Kenya (0.655). These coefficients imply that there exists a positive correlation on influence of ICT infrastructure on the adoption of HRIS on SACCOs in Kenya (75.5%), influence of leadership on the adoption of HRIS on SACCOs in Kenya (31.8%), and influence of communication on the adoption of HRIS on SACCOs in Kenya (66.5%).
on SACCOs in Kenya (65.5%) to influence of the adoption of HRIS on SACCOs in Kenya. This positive association suggests that when one increases, influence on the adoption of HRIS on SACCOs in Kenya increases.

Table 4.2: Correlation Analysis for influence of leadership on adoption of HRIS on SACCOs

<table>
<thead>
<tr>
<th></th>
<th>Level of education</th>
<th>Professional experience</th>
<th>Development and training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders age and Gender</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Leadership attitude</td>
<td>Pearson Correlation</td>
<td>.267</td>
<td>1</td>
</tr>
<tr>
<td>Leadership professional experience</td>
<td>Pearson Correlation</td>
<td>.477</td>
<td>.493</td>
</tr>
</tbody>
</table>

The Pearson correlation co-efficient of influence of leadership on the adoption of HRIS on SACCOs in Kenya and leadership attitude is 0.267, and leadership professional experience is (0.477). these coefficients implies that there exists a positive association of leadership attitude is 26.7% and leadership profession and training (47.7%) to influence of leadership on the adoption of HRIS on SACCOs in Kenya. This positive association suggests that when one increases, influence of leadership on the adoption of HRIS on SACCOs in Kenya increases.
### 4.2.7 Independent t-Tests

**Table 4.21: Group Statistics**

<table>
<thead>
<tr>
<th></th>
<th>GENDER</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate and poor training on ICT use</td>
<td>Male</td>
<td>39</td>
<td>4.33</td>
<td>1.155</td>
<td>.667</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>4.60</td>
<td>.548</td>
<td>.245</td>
</tr>
<tr>
<td>Inadequate ICT equipment in SACCOs</td>
<td>Male</td>
<td>39</td>
<td>4.67</td>
<td>.577</td>
<td>.333</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>3.40</td>
<td>1.673</td>
<td>.748</td>
</tr>
<tr>
<td>Lack of Technical support</td>
<td>Male</td>
<td>39</td>
<td>3.33</td>
<td>.577</td>
<td>.333</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>4.00</td>
<td>1.000</td>
<td>.447</td>
</tr>
<tr>
<td>Limited access to internet</td>
<td>Male</td>
<td>39</td>
<td>3.00</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>3.40</td>
<td>.548</td>
<td>.245</td>
</tr>
<tr>
<td>Negative attitude towards computers in SACCOs</td>
<td>Male</td>
<td>39</td>
<td>1.33</td>
<td>.577</td>
<td>.333</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>3.20</td>
<td>1.095</td>
<td>.490</td>
</tr>
<tr>
<td>Limited support by top management</td>
<td>Male</td>
<td>39</td>
<td>3.67</td>
<td>.577</td>
<td>.333</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>4.00</td>
<td>1.000</td>
<td>.447</td>
</tr>
</tbody>
</table>
CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The basic purpose of this chapter is to give the summary, discussions, conclusions and recommendations of the study. This chapter provides the summary, discussion, conclusions and recommendations of the study. This was based on the research findings that is presented and discussed in the previous chapters. The study established several findings which make a direct contribution to knowledge and policy formulation. Recommendations both for further research as well as policy and practices have been made.

5.2 Summary of Research Findings
This study aimed at establishing influence of the adoption of HRIS on SACCOs in Kenya. The task included; establishing the influence of appropriate infrastructure on the adoption of Human Resource Information Systems in SACCOs in Kenya; establishing the role of organizational leadership on the adoption of Human Resource Information Systems in SACCOs in Kenya; analyzing the influence of availability of resources on the adoption of Human Resource Information Systems in SACCOs in Kenya; and determining the influence of communication on the adoption of Human Resource Information Systems in SACCOs in Kenya. The study reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. This was done through library research.
This study adopted a descriptive survey design and employed quantitative research as the main approach to guide the study. The study targeted all seventy (70) Nawiri SACCO staff. The research instrument used in data collection was a questionnaire to draw information from the respondents. To ensure validity of instruments, expert opinion was sought. Data analysis was started immediately after the field. Data was summarized into frequencies and percentage and presented in tables. This section comprises of discussions based on the specific research objective of the study.
The study findings reveal that majority of Nawiri SACCO staff are male aged between 43-47 years who have attained either undergraduate degree achievements. The findings also reveal that majority of Nawiri SACCO staff have worked in Nawiri SACCO for less than 6 years and are
very conversant with Human Resource Information Systems. The study results indicate the leadership of Nawiri SACCO contributes towards the adoption of HRIS in SACCOs in Kenya.

5.2.1 Findings on influence of availability of resources on the adoption of Human Resource Information Systems in SACCOs in Kenya
The objective was to analyze the influence of availability of resources on the adoption of Human Resource Information Systems in SACCOs in Kenya. The measurement of this objective was based on one indicator namely; resource availability. The major finding of this objective was that all the SACCO staff agreed that resource availability influences the adoption of HRIS on SACCOs in Kenya. Majority of the Nawiri SACCO staff agreed that resource availability influences the adoption of HRIS on SACCOs in Kenya to a moderate extent. The findings further reveal that majority of the Nawiri SACCO staff agreed to a great extent that availability of the right and state of the art resources, sufficient resources, servicing of the resources are factors in regard to resource availability influences adoption of HRIS on SACCOs in Kenya. From the results, the staff felt that resource is very important factor in the success of human resource information systems because it encompasses user satisfaction, impact on employees, skills (adaptation to change, use of technology, integration, customer service) and HR training and development; and human resource factors which contributes towards an organization’s automation goals which include efficiency and gaining competitive advantage.

5.2.2 Findings on the role of organizational leadership on the adoption of Human Resource Information Systems in SACCOs in Kenya
The second objective was to establish the role of organizational leadership on the adoption of Human Resource Information Systems in SACCOs in Kenya. The measurement of this objective was based on one indicator namely; leadership style. The major finding of this objective was that majority of the Nawiri SACCO staff agreed that leadership influences the adoption of HRIS on SACCOs in Kenya. Majority of the Nawiri SACCO staff agreed leadership influences the adoption of HRIS on SACCOs in Kenya to a moderate and large extent respectively. The findings further reveal that majority of the Nawiri SACCO staff agreed to a great extent that aged and female leaders, poor leadership attitude, lack of professional experience are factors in regard leadership which influences adoption of HRIS on SACCOs in Kenya. From the results, the staff
felt that the knowledge, skill, attitude and mindset of SACCO staff easily influence the results of the HRIS whether positively or negatively; the Nawiri SACCO management personal characteristics such as perceived benefits of ICT adoption; ICT literacy; level of assertiveness in terms of business decision processes, perceived control over requirements for opportunities and resources as well as mistrust of ICT and lack of time also affect the outcome of HRIS; peoples age, gender, educational level are very crucial in determining the end result of HRIS in any SACCO and personal characteristics also affect decisions made for any HRIS in Kenya.

5.2.3 Finding on the influence of appropriate infrastructure on the adoption of Human Resource Information Systems in SACCOs in Kenya

The third objective was to establish the influence of influence of appropriate infrastructure on the adoption of Human Resource Information Systems in SACCOs in Kenya. The measurement of this objective was based on one indicator namely; infrastructure. The major finding of this objective was that majority of the Nawiri SACCO staff agreed that infrastructure influence the adoption of HRIS on SACCOs in Kenya. Majority of the Nawiri SACCO staff agreed that infrastructure influences the adoption of HRIS on SACCOs in Kenya to a moderate extent. The findings further reveal that majority of the Nawiri SACCO staff agreed to a great extent that availability of reliable and secure information systems, availability of networks both internal and external, lack of access to computers, lack of reliable internet connectivity, insufficient or irregular power supply, access to e-learning centres and frequent breakdown of computer and other digital equipment are factors in regard to infrastructure influences adoption of HRIS on SACCOs in Kenya. From the results, the staff felt that having a successful ICT strategy that requires that SACCOs establish a suitable IT infrastructure to support information systems and applications; infrastructure helps increase productivity and performance, improve policy-making and provide better public services to the customers; improving internet allows access to multiple services, as a foundation to support the digital broadcast systems to apply a global digital network; and inadequate ICT infrastructure has hampered provision of efficient and affordable ICT services in the country.
5.2.4 Findings on the influence of communication on adoption of HRIS on SACCOs in Kenya

The forth objective of the study was to examine the extent to which communication influences the adoption of HRIS on SACCOs in Kenya. The measurement of this objective was based on one indicator namely; communication. The major finding of this objective was that all Nawiri SACCO staff agreed that communication influences the adoption of HRIS on SACCOs in Kenya. Majority of the Nawiri SACCO staff agreed that communication influences the adoption of HRIS on SACCOs in Kenya to a moderate and large extent respectively. The findings further reveal that majority of the Nawiri SACCO staff agreed to a great extent that availability of the right mode of communication; effective communication and availability of the right channel of communication which influences adoption of HRIS on SACCOs in Kenya. From the results, Nawiri SACCO staff felt that having a successful HRIS requires that SACCOs establish a suitable communication helps increase productivity and performance, improve policy-making and provide better services to customers; Effective communication and availability of the right channel of communication will provide a faster means of delivery of information and implementation of policies.

5.3 Discussions of the Findings

The study findings revealed that resource availability influences adoption of HRIS on SACCOs in Kenya. The major finding of this objective was that resource availability influences adoption of HRIS on SACCOs in Kenya to a moderate extent. Other major findings are that; availability of the right and state of the art resources, sufficient resources, servicing of the resources are factors in regard to resource availability influences adoption of HRIS on SACCOs in Kenya. The study findings are in line with Rashid and Al-Qirim (2001), who states In an organization, the financial, human and technology resources (computers, telephone lines and cables) play a very important role in technological change. The study findings reveal that leadership influences adoption of HRIS on SACCOs in Kenya. The major finding on this objective was that leadership influences adoption of HRIS on SACCOs in Kenya to a moderate and large extent. The study also found out that leaders' age and gender, leadership attitude and leadership professional are factors in regard to leadership which influences adoption of HRIS on SACCOs in Kenya. The findings are in line with Boomer
(2007), who says, without a strong leadership in the organization, constructive change is not possible.

The study findings reveal that infrastructure influences adoption of HRIS on SACCOs in Kenya. The major finding on this objective was that infrastructure influences adoption of HRIS on SACCOs in Kenya to a moderate extent. The study results also revealed that availability and access of computers and hardware, availability of networks both internal and external and availability of reliable and secure HR information are factors in regard to infrastructure which influences the adoption of HRIS on SACCOs in Kenya. The study findings support Teo and Pian (2004) who asserts that understanding technology infrastructure and thus understanding what is and is not achievable is essential to formulating technology vision and strategy.

The study findings also reveal that communication influences adoption of HRIS on SACCOs in Kenya. The major finding on this objective was that communication influences adoption of HRIS on SACCOs in Kenya to a moderate extent. The study results also revealed that availability of the right mode of communication, effective communication and availability of the right channel of communication are factors in regard to communication which influences the adoption of HRIS on SACCOs in Kenya. The study findings support Lewin’s (1951), three-Step Change Theory, Lippitt, Watson, and Westley (1958) seven-step theory, theory of reasoned and Social cognition all indicate the necessary conditions such as availability of basic infrastructure, resources, change agent (Leadership) communication and feedback and attitude for implementation of change. The study results revealed that there are challenges faced by SACCOs in the adoption of HRIS on SACCOs in Kenya. The study findings revealed that to a very great extent; inadequate and poor training on ICT use, inadequate ICT tools in SACCOs, lack of technical support, limited access to internet, negative attitude towards computers in SACCOs, poor infrastructure, lack of finance, poor data systems and lack of compatibility, lack of skilled personnel, different leadership styles, culture and bureaucracy, different SACCO management attitudes, poor ICT policies, poor co-ordination between the top management and the staff, limited access to internet in some areas, negative ICT infrastructure has hampered provision of efficient and affordable ICT service in the country and lack of technical support are challenges facing SACCOs on the adoption of HRIS on SACCOs in Kenya.
5.4 Conclusion of the Study
The study found that there exists a positive association between resource availability and adoption of HRIS on SACCOs in Kenya, leadership and adoption of HRIS on SACCOs in Kenya, infrastructure and adoption of HRIS on SACCOs in Kenya, and influence of communication and adoption of HRIS on SACCOs in Kenya. This positive association suggests that when one factor increases, adoption of HRIS on SACCOs in Kenya increases. The study therefore concludes that resource availability, leadership, communication and infrastructure are factors influencing adoption of HRIS on SACCOs in Kenya.

5.5 Recommendations of the Study
On the basis of the above, conclusions, the following recommendations were made for influence of the adoption of HRIS on SACCOs in Kenya.

5.5.1 Recommendations for policy and practice
The study recommends there is need for the top management officials to; educate the staff through seminars and workshops; ICT education should be part of the strategic plan in SACCOs; there is need for more training so as to gain skills and knowledge in the industry as this helps them get more knowledge; training of the staff to gain quality skills in ICT service; educating the staff on the need of ICT awareness; there should be capital to train ICT in the SACCOs; technological change, modernization and globalization; external pressure and donor support; and adequate human resource in the SACCOs to ensure that resources are ready to work on any HRIS project that arise; ensuring internet access is available for all branches in Nawiri SACCO; training of Nawiri SACCO staff as well as the top management; improvement of data systems, computers and other ICT technology to help in easing up the systems; raising finances and also allocating money to ICT projects when the SACCOs are doing their annual budget; coming up with strong program and project management is essential to develop and implement successful HRIS solutions; making decisions on how an organizational process fits the technology; identifying the right technologies for Nawiri SACCO; and Nawiri SACCO staff should be ōe-skilled ōto anticipate the changes that accompany an ICT structure and new roles.
The study recommends there is need for the SACCOs to; ensure they have enough funds to ensure there are ready for ICT projects, good practice; effective project, coordination and change management; offer government support; the government should improve ICT policies in Kenya; introduce and enforce good ICT policies; improvement of infrastructure for easier access; need to protect investments already made in the existing IT infrastructure; the government should determine the quality and quantity of the telecommunications networks to handle the new traffic resulting from the use of these new services ó level of service quality; the internet service providers should provide adequate and high-end internet services in Nawiri SACCO for all branches, providing and improving ICT infrastructure across the country.

5.5.2 Recommendations for further Research

This study sought to establish the influence of the adoption of HRIS on SACCOs in Kenya attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on one SACCO that is Nawiri SACCO in Embu County. There is need to replicate the study using many other SACCOs in Kenya in an attempt to compare the findings. There is need to conduct a similar study which will attempt to find out the ICT challenges facing SACCOs in Kenya.
REFERENCES


Adèr, H. J., Mellenbergh, G. J., Hand, D. J. (2008). *Advising on research*


country "The University of Manchester, Development Informatics Working Paper No 19"


*Information Systems* 10(1) 141–163


Vol.10 (3): 287297.


APPENDICES

APPENDIX I: LETTER OF TRANSMITAL

Benson Murithi,
P.O Box 148-60100,
Embu, Kenya,
5th August 2015.

Dear Respondent,

RE: DATA COLLECTION

I am a student at the University of Nairobi currently undertaking a research study to fulfil the requirements of the Award of Masters of Arts in project planning and Management on the influence of the adoption of Human Resource Information Systems in Kenya with a focus on Nawiri SACCO. You have been selected to participate in this study and I would highly appreciate if you assisted me by responding to all questions in the attached questionnaire as completely, correctly and honestly as possible.

Your identity will be treated with utmost confidentiality and the responses will be used only for research purposes of this study only.

Thank you for your co-operation.

Yours faithfully,

Benson Murithi

L50/71708/2014

Researcher
APPENDIX II: STRUCTURED QUESTIONNAIRE

Instructions: kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately

Confidentiality: The responses you provide will be strictly confidential. No reference will be made to any individual(s) or organization in the report of the study.

Instructions: Please tick as appropriate

PART A: Respondent’s background information

BACKGROUND INFORMATION
(Please tick where applicable)

1. What is your Gender?
   a) Male [ ]
   b) Female [ ]

2. Please indicate your age?
   a) 18-22 years [ ]
   b) 23-27 years [ ]
   c) 28-32 years [ ]
   d) 33-37 years [ ]
   e) 38-42 years [ ]
   f) 43-47 years [ ]
   g) 48-52 years [ ]
   h) 53 and above [ ]

3. What is your education level?
   a) Certificate [ ]
   b) Diploma [ ]
   c) Undergraduate [ ]
   d) Post-graduate [ ]
   e) Others specify [ ]

4. How long have you worked at Nawiri Sacco Society limited?
   a) 1-3 Years [ ]
   b) 4-6 Years [ ]
   c) 7-9 Years [ ]
   d) 10 and above [ ]

5. Are you well conversant with the Human Resource Information System in the management?
   a) Very conversant [ ]
   b) Partially conversant [ ]
   c) Not conversant [ ]
SECTION TWO: influence of ICT infrastructure on the adoption of HRIS on SACCOs in Kenya

6. In your opinion, does technological infrastructure affect adoption of HRIS in Sacco societies in Kenya
   a) Yes [ ]
   b) No [ ]

To what extent
   a) To a very great extent[ ]
   b) To a great extent[ ]
   c) To a very moderate extent[ ]
   d) To a low extent [ ]
   e) To a very low extent [ ]

7. To what extent do you agree to the following in regard to ICT infrastructure influence on adoption of ICT in SACCOs in Kenya? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Availability and access of computers and hardware</th>
<th>Not at all (1)</th>
<th>Little extent (2)</th>
<th>Moderate extent (3)</th>
<th>Great extent (4)</th>
<th>Very great extent (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of networks both internal and external</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of reliable and secure HR information systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8. To what extent do you agree to the following as challenges facing SACCOs readiness to adopt HRIS in Kenya? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Not at all (1)</th>
<th>Little extent (2)</th>
<th>Moderate extent (3)</th>
<th>Great extent (4)</th>
<th>Very great extent (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate and poor training on ICT use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate ICT tools in SACCOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of technical support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Limited access to internet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negative attitude towards computers in SACCOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (specify)</td>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION THREE: influence of leadership style in SACCOs on the adoption of HRIS on SACCOs in Kenya.

9. In your opinion, does leadership style on SACCOs influence the adoption of HRIS in Sacco societies in Kenya? a) Yes [ ] b) No [ ]

To what extent

b) To a very great extent[ ] b) To a great extent[ ] c) To a very moderate extent[ ]

d) To a low extent [ ] e) To a very low extent [ ]

10. To what extent do you agree to the following in regard to leadership of SACCOs influence on the adoption of HRIS in the management of SACCOs in Kenya? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<table>
<thead>
<tr>
<th></th>
<th>Not at all (1)</th>
<th>Little extent (2)</th>
<th>Moderate extent (3)</th>
<th>Great extent (4)</th>
<th>Very great extent (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership age and gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership attitude</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership professional experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION FOUR: influence of resources availability on adoption of HRIS in the management of SACCOs in Kenya.

11. In your opinion do resources availability influence the adoption of HRIS in SACCO societies in Kenya?
   a) Yes [ ]
   b) No [ ]

To what extent
   a) To a very great extent[ ]
   b) To a great extent[ ]
   c) To a very moderate extent[ ]
   d) To a low extent[ ]
   e) To a very low extent[ ]

12. To what extent do you agree to the following factors in regard to Resources availability influencing the adoption of HRIS in SACCOs in Kenya? Indicate your response based on a 5-point scale by using a tick (√) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Not at all (1)</th>
<th>Little extent (2)</th>
<th>Moderate extent (3)</th>
<th>Great extent (4)</th>
<th>Very great extent (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of the right and state of the art resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Servicing of the resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION FIVE: influence of communication on the adoption of HRIS in SACCOs in Kenya.

13. In your opinion, does communication influence the adoption of HRIS in Sacco societies in Kenya?
   a) Yes [   ] b) No [   ]

To what extent
   c) To a very great extent[   ] b) To a great extent[   ] c) To a very moderate extent[   ]
   d) To a low extent[   ] e) To a very low extent[   ]

14. To what extent do you agree to the following factors in regard to communication influencing the adoption of HRIS in SACCOs in Kenya? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Not at all (1)</th>
<th>Little extent (2)</th>
<th>Moderate extent (3)</th>
<th>Great extent (4)</th>
<th>Very great extent (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of the right mode of communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of the right channel of communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. Please give suggestions/recommendations for improvement/action towards influence of the adoption of HRIS in SACCOs Societies in Kenya

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

THANK YOU FOR YOUR TIME AND COOPERATION
APPENDIX III: INTERVIEW GUIDE

Confidentiality: The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

1. In your opinion, does resource availability influence the adoption of Human Resource Information Systems in the management of SACCOs in Kenya? (If Yes probe how and extent, if No probe for explanation)

2. In your opinion, does ICT infrastructure influence the adoption of Human Resource Information Systems in the management of SACCOs in Kenya? (If Yes probe how and extent, if No probe for explanation)

3. In your opinion, does leadership influence the adoption of Human Resource Information Systems in the management of SACCOs in Kenya? (If Yes probe how and extent, if No probe for explanation)

4. In your opinion, does communication influence the adoption of Human Resource Information Systems in the management of SACCOs in Kenya? (If Yes probe how and extent, if No probe for explanation)

5. What are some of the challenges that you face when implementing Human Resource Information System in Nawiri SACCO? (probe for challenges)

6. Please give suggestions/recommendations towards factors influencing adoption of Human Resource Information Systems in the management of SACCOs in Kenya

THANK YOU FOR YOUR TIME AND COOPERATION