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

Hadija Halake Dida, Abel Moguche and Dr. Nancy Rintari



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

^{1*} Hadija Halake Dida

*Corresponding Author's E-mail: didahadija@gmail.com

²Abel Moguche

Lecturer: Department of Business Administration

³Dr. Nancy Rintari-PhD

Lecturer

Department of Business Administration

^{1,2,3}Kenya Methodist University

ABSTRACT

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

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

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

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

Keywords: *Change Management, Human Resource Information System, Isiolo County Government, Kenya.*

1.0 INTRODUCTION

There are various institutional factors, which influenced implementation of Human Resource Information Systems [HRIS] in an organization. These factors include training, organizational policy, leadership and change management. Change management is the ability of an organization to implement changes in a phased manner that allow inclusion of all stakeholders to adopt to the change. Various types of change management include change of leaders' identification, change of resistors identification, change of resistance diagnosis, positive interventions. Change can be good in an organization when implementing a system such as HRIS. As shown by Gupta (2013), a human resource information structure is an intersection point of HR and information development through a HR programming plan. It is an item or online response for the data segment and data information needs of the human resources, accounts, the chiefs, and accounting limits inside a business (Aldmour et al., 2015). The target of HRIS is to combine the different bits of human resource including money, work proficiency, and benefit the board into a less capital-raised system than the unified workers used to direct activities already. Karanja, (2017) pointed out that HRIS overall enable a more satisfactorily plan, control and management of HR costs; achieve improved capability and quality in HR dynamic; and improved laborer and managerial effectiveness and reasonability (Kaygusuz et al., 2016).

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

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

1.2 Statement of the Problem

Since the promulgation of the Constitution in 2010, County governments inherited a large number of staff from the municipalities. The counties had continued to struggle with bloated workforce due to lack of human resource planning, very huge wage bills that hindered development due to existence of ghost workers. This was partly due to lack of a well-defined HRIS which contributed to helpless record keeping, deferred individual information total, helpless ability of the board and helpless staff documents. Consequently, this could contribute to reduced efficiency and quality service delivery in the county governments.

HRM interacted with huge number of employees that had different type of knowledge, skills, abilities, and behaviors. Thus, it was very essential to have a system that surrounded all these data taking into consideration the Management Information System [MIS] issues since it hosted all the data flows in any company. HRIS enabled organization to enter data, track and analyze information related to employees such as remuneration, appraisals, attendance training and development payroll management and accounting. Nonetheless, implementation of HRIS could be derailed or enhanced by existing employee skills (Karanja, 2017), leadership style (NawoseIng'ollan & Russel, 2017), staff training, change management and organizational policy (Mutiku & Misango, 2019). Wairiuko et al., (2018) study found out that HR capability strongly influenced the uptake of E-government in Kajiado County. Studying e-readiness was important since it was the determinant of resistance to change, employee training and perception of HRIS as well as the county governments policy. This study therefore sought to fill this literature gap by studying influence of institutional dynamics on the execution of the HRIS in Isiolo county government, Kenya.

1.3 Purpose of the Study

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

1.4 Hypothesis

H₀1: There was no significant relationship between change management and the implementation of the human resource information system in Isiolo County Government, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

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

2.2 Empirical Review

Hejase, (2021) developed a structure for fruitful execution of HRIS that would help in adjusting business objectives to partners' destinations. As one of the partners, workers were keys to the achievement of association. By overseeing workers, adequately and appropriately redesigning their abilities will bring about expanded aggregate execution at association level (Basit et al.,

2018). With approach innovation, mechanization of business measures identified with representatives have accomplished higher usefulness and improved work process. Business exhibitions had improved significantly and overseeing huge ability pools has been effective (Hejase, 2021). This was conceivable generally through robotized work process inserted in HRIS items. Dull works, everyday works, monotonous and tedious positions, endorsement occupations with time bound cycle have been robotized and finished through HRIS. The framework not exclusively did this productively, it likewise did the endorsement occupations with time bound cycle that improved worker resolve and occupation fulfillment. The investigation showed that there had been colossal expansion in efficiency by successful execution of the framework (Majeed & Özyer, 2016).

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

Mutiku and Misango, (2019) noted that change management was a methodical approach to manage overseeing change, both from the perspective of an affiliation and on the individual level. A somewhat dubious term, change the leaders had in any occasion three particular perspectives, including: acclimating to change, controlling change, and influencing change. A proactive method to manage overseeing change was at the focal point of every one of the three viewpoints. For an affiliation, change the chiefs infers describing and doing techniques and advances to oversee changes in the business environment and to profit with developing openings. Protection from change was probably the best test change administrators face, especially when the progressions included the utilization of data innovation. The employees of the county were not prepared to handle the change that could come because of implementing the HRIS (Majeed & Özyer, 2016a). This made them resistance to change, as they were unable to use the system. The HR department required more resources as to implement the system. Maintaining change management was tough under any circumstances especially that which related directly to people and the environment (Dery et al., 2019).

3.0 RESEARCH METHODOLOGY

This study was conducted in Isiolo County. Descriptive research design was used by the study to collect a total of 654 Employees of the county government of Isiolo who were the target

population. The study employed stratified random sampling to select 30% of the employees in each stratum to obtain a sample of 196 employees of the county government. Data was collected using questionnaires. Data was then analyzed through SPSS version 23. The pre-test questionnaires were administered to twenty (20) county employees from the neighboring Meru County before the performance of full-scale research so as to ascertain reliability through Cronbach's alpha coefficient. This was 10% of the sample population. Validity was maintained through construct, content and face validity. The overall results were presented through inferential statistics such as regression, correlation and descriptive statistics frequencies and percentages. The data was presented using tables.

4.0 RESULTS

4.1 Reliability Statistics

The study had conducted a pilot test on the questionnaires to test on their ability to enable the study address the statement of the problem. In line with this, questionnaires were administered to ten (10) county employees from the neighboring Meru County. The study used Cronbach Alpha Coefficient value to test on the reliability of these questionnaires as indicated on Table 1.

Table 1

Reliability Test

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

According to Table 1, the Cronbach Alpha value was 0.811. Taber (2018) stated that when the alpha value was above 0.7, then the data collection instruments were reliable.

4.2 Response Rate

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

4.3 Descriptive Statistics of Change Management and Implementation of HRIS

The main objective sought to establish the relationship between change management and implementation of HRIS. The respondents were asked to indicate whether the ability to manage change affect the implementation of HRIS in the county. The results are summarized in Table 2.

Table 2

Descriptive Statistics of the Ability to Manage Change

	Frequency	Percent
Yes	129	84
No	24	16
Total	153	100

The results showed in Table 2 that 84% (129) of the respondents agreed that ability to manage change affect the implementation of HRIS in the county. However, 16% (24) of the respondents indicated that ability to manage change does not affect the implementation of HRIS in the county. This implies that even though change management might be necessary to effectively implement HRIS some employees did not feel the need for change management. In agreement, Hejase (2021) stated that as change management is being implemented by HRM, the need to warrant it should be communicated. If the need is not communicated, the employees did not often see why they should shift to another way of operations.

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

Table 3

Descriptive Statistics of Change management and implementation of HRIS

Statements	1	2	3	4	5
The county government employees are well trained on how to cope with new technology	0(0%)	44(29%)	20(13%)	89(58%)	0(0%)
Before the introduction of new technology, the county government ensures existing and new employees are appropriately trained on change management	24(15%)	0(0%)	87(57%)	42(28%)	0(0%)
The management involves employees in the change management process	0(0%)	44(29%)	87(57%)	22(14%)	0(0%)
Information on change is effectively communicated to all employees that are to be affected by the change	24(16%)	0(0%)	0(0%)	129(84%)	0(0%)
The management is fully supportive of change management programs	24(16%)	0(0%)	20(13%)	89(58%)	20(13%)

The results showed that the 58% (89) of the respondents agreed that the county government employees were well trained on how to cope with new technology. However, 44(29%) disagreed with this notion. In addition, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that before the introduction of new technology, the county government ensured existing and new employees were appropriately trained on change management. Lastly, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that the management involved employees in the change management process. This implied that even though change

management was necessary to effectively implement HRIS some employees did not feel the need for change management. This was because the employees felt that they were okay with the current system and norms. The leadership did not articulately involve them in the vision attainment hence the main reason of employees not seeing the bigger picture. Majeed and Özyer (2016) proclaimed that applying HRIS involved a step known as preparing employees for change to the system. According to Majeed and Özyer (2016), this step was either the breaking or the building point an HRIS system. When employees were not involved in the tests and the final implementation of the system, the project was bound to fail.

4.3.1 Model Summary of Change Management and Implementation of HRIS

The study assessed the extent of the influence that existed of change management on implementation of HRIS as shown on Table 4.

Table 4

Model Summary of Change Management and Implementation of HRIS

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

a. Predictors: (Constant), Change Management

b. Dependent Variable: Implementation of HRIS

Table 4 indicates that change management had an R value of 0.791 and R square value of 0.627. This indicated that change management influenced 63% on implementation of HRIS. The other 37% remaining were determined by other factors. This indicated that change management was part of a key ingredient towards implementation of HRIS. In fact, the success or failure of an HRIS system was based on how the organization would involve and communicate to employees on its intention to institute change.

4.3.2 ANOVA of Change Management and Implementation of HRIS

The study had a null hypothesis that stated that there was no statistically significant relationship between change management and the implementation of the HRIS in Isiolo county government. Therefore, the study conducted Analysis of Variance [ANOVA] to evaluate whether to reject or accept the null hypothesis as shown in Table 5.

Table 5

ANOVA of Change Management and Implementation of HRIS

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

a. Dependent Variable: Implementation of HRIS

b. Predictors: (Constant), Change Management

Table 5 shows that the significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, change management had a relationship with implementation of HRIS hence for the latter to progress well, organizations needed to involve their employees to prepare them psychology on what was bound to happen. This was because, it was established that county staff were hardly informed on any coming changes hence the implementation was met with staff not aware at all of what was happening.

4.4 Regression Coefficients of Institutional Dynamics and Implementation of HRIS

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

Table 6

Regression Coefficients of Institutional Dynamics and Implementation of HRIS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.308	1.774		2.992	.003
Change Management	.134	.036	.291	3.706	.010

Table 6 shows that change management β was 0.134 with a p-value of 0.010. The general model of the study was as follows: $Y = C + \beta X_1 + e$

Where: Y = Implementation of the HRIS; C = Constant; β = Slope coefficient; X_1 = Change management; and E = error term.

Therefore; Implementation of HRIS = $5.308C + 0.134X_3 + 1.774e$. These results mean that by adding one component X_1 implementation of HRIS increased or decreased by 0.134. Therefore, the study found out that change management was key towards ensuring successful implementation of HRIS hence its relevance and awareness should be emphasized. This is because the study discovered that there was lack of awareness on the system which was the reason for high uncertainty rates and inability to believe in the ability of the county to implement the system.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of the findings

The results showed that 84% (129) of the respondents agreed that ability to manage change affect the implementation of HRIS in the county. However, 16% (24) of the respondents indicated that ability to manage change does not affect the implementation of HRIS in the county. In addition, the results showed that the 58% (89) of the respondents agreed that the county government employees were well trained on how to cope with new technology. However, 44(29%) disagreed with this notion. In addition, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that before the introduction of new technology, the county government ensured existing and new employees were appropriately trained on change management. Lastly, 87(57%) and 44(29%) of the respondents were not sure and did not agree respectively that the management involved employees in the change management process. Change management had an R value of 0.791 and R square value of 0.627. This indicated that change management influenced 63% on implementation of HRIS. The other 37% remaining were determined by other factors. This indicated that change management was part of a key ingredient towards implementation of HRIS. The significance level was 0.00 which was less than 0.05. This indicated that there was a relationship hence the study rejected the null hypothesis. Therefore, change management had a relationship with implementation of HRIS

5.2 Conclusion

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

5.3 Recommendations and Contributions of the Study

The management should be more open minded and communicate frequently with the staff on where exactly the county was headed and what was needed to attain its vision and goals. Once the employees understand and internalize these things, it would motivate them to put effort so as to be part of realizing the vision. The departmental heads should constantly challenge their junior county staff to outgrow the status quo and aim for the best. This challenge should be related to assigning

them demanding tasks and brainstorming with the junior staff on what their opinion towards various processes and procedures. The county management should enact policies that direct and clearly show how each employee fits in the vision and how their job outcome affects the whole county in general. This would improve sense of belongingness for the staff to accept change positively.

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