The impact of human resources management information system (HRMIS) on the performance of government departments in Zimbabwe- a case study of three agencies in the Public Service Commission (2004 -2014).

By

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DEDICATION

I would like to dedicate this research work to my wife Habokwe Phida and children, Lindson, Jonathan, Cleopatra and Makatendeka Lucretia, for their support and tolerance during the period. I would also like to express my gratitude to my colleagues for the vast knowledge and experiences we shared during my study period.
DECLARATION

I, Kenneth Malindadi, do hereby declare that this dissertation is the result of my own investigation and research and except to the extent indicated in the acknowledgments, references and by comments included in the body of this report, and that it has not been submitted in part or in fulfillment for any other degree or University.

Student Signature……………………………..   Date………………

Supervisor Signature…………………………..   Date………………..
ACKNOWLEDGEMENTS

My sincere gratitude goes to my supervisor, Dr. A. Z. Zinyemba for her guidance and support during the assemblance of this dissertation. I would also like to express my heartfelt gratitude to all my lecturers and support staff at the Graduate School of Management. Without their support I could not have achieved my ambition of attaining my Master Degree in Business Administration.
EXECUTIVE SUMMARY

This study investigated the impact of human resources management information system (HRMIS) on the performance of government departments in Zimbabwe- a case study of three agencies namely Personnel, Human Resources and Human Resources Management Information System in the Public Service Commission (2004 -2014).

The research utilized a qualitative approach in the form of an in depth interviews. Responses were drawn from a total of fifteen respondents from the three agencies cutting across all the management categories.

The responses from the in depth interviews were coded and thematically analyzed in line with the research objectives. The major research findings were that currently the Public Service Commission is using a manual system, and it emerged that some respondents are quite comfortable with the current system. Others also hinted that though they appreciate the essence and benefits brought about by a HRMIS, the government has no capacity to implement such a system due to financial constraints.

The major recommendations were that, there is need for prioritization of the whole project that is the implementation of a Human Resources Management Information System, especially by the government in terms of provision of adequate funds. Furthermore, top management drive and initiative are quite critical in the successful implementation of a HRMIS, and they should also support shop floor employees and other technical partners.

There is need for the government to prioritize HRMIS project and provide the necessary funds. Successful implementation of HRMIS requires taking the initiative and driving the project. Shop floor employees need the support of top management.
# TABLE OF CONTENTS

DEDICTION ........................................................................................................................................... ii
DECLARATION ....................................................................................................................................... iii
ACKNOWLEDGEMENTS ......................................................................................................................... iv
EXECUTIVE SUMMARY ......................................................................................................................... v
TABLE OF CONTENTS ............................................................................................................................. vi
LIST OF FIGURES .................................................................................................................................... xi
LIST OF ACRONYMS AND ABBREVIATIONS ......................................................................................... xii

CHAPTER ONE ........................................................................................................................................ 1
1.0 INTRODUCTION ............................................................................................................................... 1
1.1 BACKGROUND .................................................................................................................................... 1
1.2 PROBLEM STATEMENT ...................................................................................................................... 5
1.3 PURPOSE OF THE STUDY ................................................................................................................. 6
1.4 RESEARCH OBJECTIVES .................................................................................................................. 6
1.5 RESEARCH QUESTIONS .................................................................................................................... 7
1.6 RESEARCH PROPOSITION ................................................................................................................ 7
1.7 JUSTIFICATION OF THE RESEARCH ............................................................................................. 8
1.8 SCOPE/DELIMITATION OF THE RESEARCH .................................................................................. 8
1.9 RESEARCH ETHICS ......................................................................................................................... 9
1.10 DISSERTATION OUTLINE .............................................................................................................. 9
1.11 CHAPTER SUMMARY ..................................................................................................................... 10

CHAPTER TWO ........................................................................................................................................ 11
2.0 LITERATURE REVIEW ....................................................................................................................... 11
2.1 INTRODUCTION ............................................................................................................................... 11
5.0 CONCLUSIONS AND RECOMMENDATIONS ................................................................. 79

5.1 INTRODUCTION ........................................................................................................ 79

5.2 CONCLUSIONS ........................................................................................................ 80

5.2.1 The impact of human resources management information system on the performance of three Agencies in the Public Service Commission under the Ministry of Public Service, Labour and Social Welfare .................................................................................................................. 80

5.2.2 Benefits associated with the successful implementation of a HRMIS in the Public Service Commission .................................................................................................................. 81

5.2.3 Challenges regarding the implementation of human resources management system in the Public Service Commission .................................................................................................. 82

5.3 RESEARCH PROPOSITION VALIDATION .................................................................. 83

5.4 RECOMMENDATIONS .............................................................................................. 84

5.4.1 Managerial Related issues .................................................................................. 84

5.4.2 Policy Related Issues ......................................................................................... 84

................................................................. 84

STUDY LIMITATIONS AND AREAS OF FURTHER RESEARCH ................................. 85

REFERENCES ............................................................................................................... 87

APPENDIX 1: INTERVIEW GUIDE .................................................................................. 97

APPENDIX 2: IN DEPTH INTERVIEW GUIDE RESPONSES ........................................ 108

APPENDIX 3: SUMMARY OF RESPONSES ................................................................. 130
# LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 2.1</td>
<td>Change Management Concepts</td>
<td>22</td>
</tr>
<tr>
<td>Table 2.2</td>
<td>Summary of Gaps in Literature</td>
<td>31</td>
</tr>
<tr>
<td>Table 3.1</td>
<td>Population Distribution per Agent</td>
<td>40</td>
</tr>
<tr>
<td>Table 3.2</td>
<td>Sampling Procedure</td>
<td>42</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Survey response rate</td>
<td>49</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Ages of respondents</td>
<td>50</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Gender of Participants</td>
<td>51</td>
</tr>
<tr>
<td>Table 4.4</td>
<td>Highest qualification</td>
<td>52</td>
</tr>
<tr>
<td>Table 4.5</td>
<td>Years of service</td>
<td>53</td>
</tr>
<tr>
<td>Table 4.6</td>
<td>Position Occupied</td>
<td>54</td>
</tr>
<tr>
<td>Table 4.7</td>
<td>Summary of research findings</td>
<td>66</td>
</tr>
</tbody>
</table>
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>FIGURE</th>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 4.1</td>
<td>Assessment of the existence of HRMIS in PSC agencies</td>
<td>56</td>
</tr>
<tr>
<td>Figure 4.2</td>
<td>Capacity of the PSC to adopt HRMIS</td>
<td>58</td>
</tr>
<tr>
<td>Figure 4.3</td>
<td>Impact of political factors on HRMIS</td>
<td>59</td>
</tr>
<tr>
<td>Figure 4.4</td>
<td>Impact of economic factors on HRMIS</td>
<td>60</td>
</tr>
<tr>
<td>Figure 4.5</td>
<td>Impact of social factors on HRMIS</td>
<td>61</td>
</tr>
<tr>
<td>Figure 4.6</td>
<td>Impact of technological factors on HRMIS</td>
<td>62</td>
</tr>
<tr>
<td>Figure 4.7</td>
<td>Impact of legal factors on HRMIS</td>
<td>63</td>
</tr>
<tr>
<td>Figure 4.8</td>
<td>Impact of environmental factors on HRMIS</td>
<td>64</td>
</tr>
</tbody>
</table>
**LIST OF ACRONYMS AND ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADB</td>
<td>African Development Bank</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resources Planning</td>
</tr>
<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
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<tr>
<td>GNU</td>
<td>Government of National Unity</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>HRM</td>
<td>Human Resources Management</td>
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<tr>
<td>HRMIS</td>
<td>Human Resources Management Information System</td>
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<tr>
<td>ICP</td>
<td>Insight Consulting Partners</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>MPSPS</td>
<td>Ministry of State for Public Service (in Kenya)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
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<td>---------</td>
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<tr>
<td>PESTLEG</td>
<td>Political, Economic, Social Technological, Legal, Environmental and Global</td>
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<td>PSC</td>
<td>Public Service Commission</td>
</tr>
<tr>
<td>RBZ</td>
<td>Reserve Bank of Zimbabwe</td>
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<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND

With the emergence of information and communication technologies in human resources management information system, it is possible to improve efficiency and effectiveness of internal administration within government departments and to relocate government services from centralized government offices to locations closer to the citizens. While there are benefits of human resources management information system there are also several concerns about its success.

A previous study was carried out which emphasized on the role of employee engagement on the adoption of a Human Resources Management Information System in the Public Service Commission. The research looked at one variable only. This study looked at multi-variable factors that influence Human Resources Management Information System implementation and its impact on the performance of government departments in Zimbabwe. The study focused on three agencies of the Public Service Commission.

Wang, Weiquan and Bebasat (2007) define human resources management information system as a myriad of stand alone media, including telephone and mobile telephone, radio, television, video, tile-text, voice information systems and fax, as well as computer mediated network that link a personal computer to the internet. Wang further explains that human resources management information system is an integrated system that incorporates the technology and
infrastructure required. It also enables storing, manipulating, delivering and transmission of information which allows information to be shared.

The Public Service Commission has Agencies which constitute the Secretariat that is headed by a Secretary appointed in terms of Section 10 (1) of the Public Service Act (Chapter 16:04). The Public Service Commission falls under the Ministry of Public Service, Labour and Social Welfare and its core functions are to superintend over the human resources functions for the Public Service, Health Services Board, Judicial Service Commission and the Uniformed Forces Commissions. According to www.psc.gov.zw accessed on the 16th of August 2014 the following is the vision, mission and values of the Public Service Commission:

**Vision, Mission and Values of the Public Service Commission**

The vision of the Public Commission is

- To be a world class employer of first choice.

and the mission:

- To be a leader in the organization and administration of Public Services to maintain them in a high state of efficiency.
Values of the Public Service Commission

In fulfilling its vision and mission, the Public Service Commission cherishes the following values:

- Meritocracy
- Impartiality and professionalism
- Accountability and transparency
- Equity in employment
- Fairness and flexibility
- Communication, consultation and cooperation
- Richness of cultural diversity
- Leadership that is based on high ethical standards
- Frankness, honesty, comprehensiveness, accuracy and timeliness in providing Government with advice on matters relating to Human Resources Management
- Results orientation through performance management
- Commitment to enhancing the effectiveness and cohesion of Zimbabwe’s democratic system of Government.

Public Service Commission has several agencies which constitute the Secretariat in terms of Section 10 (1) of the Public Service Act (Chapter 16:04). The agencies are:

1. Personnel;
2. Corporate Strategy and Salaries Administration Agency;
3. Conditions of Service Agency;
4. Human Resources Agency;
5. Salary Services Bureau;
6. Assessment and Examinations Agency;
7. Performance Audit and Inspectorate Agency;
8. Discipline Agency;
9. Uniformed Forces Service Commissions Agency;
10. Pensions Agency;
11. Corporate Services/Corporate Affairs Agency;
12. Legal Services Agency;
13. Human Resources Management Information Systems Agency;
14. Finance and Administration.

The Public Service Commission is headquartered in Harare and has several offices in provinces and districts across the country. The Public Service Commission superintends over all government ministries and to that effect it is the single largest employer and gobbles 92% of the National Budget on employment costs according to the 2015 budgetary provisions (Chinamasa, 2015).

The provincial and district offices are currently data collection points of requisite information for onward transmission to the head office for processing, as there is no connectivity with the head office for data accessibility. The Public Service Commission has a staff establishment of 1776 (Public Service Commission Annual Report, 2013). The staff is based at head office, provincial offices and district offices which are responsible for monitoring and guiding all government departments in their operations regarding human resources management issues.
1.2 PROBLEM STATEMENT

The Public Service Commission has been facing challenges of high staff turnover, low employee morale, and inadequate remuneration. Most government processes and operations are being done manually which has compromised service delivery in most government departments.

The Public Service Commission is facing rising demands from citizens for effective service delivery through enacting enabling policies, delivery of a vast range of services and efficient management operations that allow resources to be used in results orientated manner. There have been problems with coordination of activities at head office, provincial offices as well as district offices. Ostermann, Staudinger and Staudinger (2009) and Shibly (2011) are in agreement that, if properly implemented, an HRMIS should lead to reduced transaction costs, enhanced organization performance, enable firms to develop closer ties with their clients and create new opportunities for organizations. Despite the proliferation of computer based applications in the Public Service Commission the implementation of the human resources management information system remains a significant issue of major concern.

According to Troshani, Jerram and Hill (2011) human resources management information systems (HRMIS) are contributing to the success of modern organizations in managing their human resources function efficiently. At the same time this remains a grey area where little research has been undertaken (http://www.emerald.com-11/09/2014). This implies that a number of information systems in public sector organizations are underutilized and they do not meet their potential or fail to be used at all to serve the interests of the stakeholders as this area remains under-researched.
Once the Public Service Commission`s human management information system is in place it will be able to meet the rising demands of the citizens of Zimbabwe through effective service delivery by introducing enabling policies. This will culminate into improvement in service delivery through usage of resources in a more efficient and effective manner.

1.3 PURPOSE OF THE STUDY

The purpose of the research was to investigate the impact of human resources management information system on the performance of government departments and to identify the common challenges and strategies for improving the human resources management information system.

1.4 RESEARCH OBJECTIVES

The objectives of this study were as follows:

1. To evaluate the impact of human resources management information system on performance of government departments in the Public Service Commission under the Ministry of Public Service, Labour and Social Welfare.
2. To identify challenges regarding the implementation of human resources management system in the Public Service Commission.
3. To identify the strategies for mitigating the challenges associated with the implementation of human resources management information system in the Public Service Commission.
4. To recommend strategies that can lead to the successful implementation of HRMIS in the Public Service Commission Agencies.
1.5 RESEARCH QUESTIONS

The study answered the following research questions:

1. What are the benefits that have been brought about by the human resources management information system?

2. What are the challenges that negatively affect the implementation of human resources management information systems initiatives within the Public Service Commission?

3. How can the Public Service Commission overcome the challenges to mitigate the successful implementation of human resources management information systems in the government departments?

4. What are some of the strategies that can lead to the successful implementation of human resources management system?

1.6 RESEARCH PROPOSITION

The research was premised on the propositions that;

1. The absence of a sound human resources management information system in government departments has resulted in poor service delivery.

2. The implementation of a sound human resources management information system will lead to improvement in service delivery in government departments.
1.7 JUSTIFICATION OF THE RESEARCH

It is envisaged that the study of human resources management information system (HRMIS) in the Public Service Commission will enhance proficiency in service delivery in government departments through imparting the right skills and attitudes. As such, these would be prerequisites to improving services delivery taking into account the limited resources being generated by Treasury.

The research is also essential in that little research has been done to investigate why government departments are failing to deliver services to the citizens of Zimbabwe and this was also critical in filling specific gaps in knowledge in the subject area. Human resources management information system (HRMIS) investments are largely therefore important in their achievement to the success of organizations. It was therefore important to conduct the research as the study contributed towards policy making.

Implementation of sound human resources management information system (HRMIS) is likely to reduce or eradicate human errors in the processing of day to day activities of the human resources function such as processing of leave days, identifying staff development needs, selection and recruitment.

1.8 SCOPE/DELIMITATION OF THE RESEARCH

The Public Service Commission consists of fourteen Agencies which have been highlighted earlier in this study. This study investigated the factors affecting the implementation of the human resources management information system (HRMIS) and its impact on the performance of three Agencies that fall under the Public Service Commission. The study mainly focused on Harare offices where all the critical decisions are made. It focused on the following agencies:

1. Personnel Agency;
2. Human Resources Agency and

These Agencies specifically deal with the human resources disciplines and the information technology (IT) as the support department in the implementation of human resource management information system (HRMIS). The research adopted a qualitative approach in the form of a case study and samples were drawn from representatives of each selected agency from top management, middle management and junior level management.

1.9 RESEARCH ETHICS

The researcher sought the consent of the respective authorities notably the University of Zimbabwe and the Public Service Commission. The research in depth interview guide questionnaire did not request for private and confidential information such as name of respondent.

1.10 DISSERTATION OUTLINE

The other sections in this dissertation will be arranged in the following structure:

Chapter one gives a helicopter view of the purpose of the study, the rationale for undertaking out the study and the modalities of the research process and how it was undertaken.

Chapter two is a critical review of literature on what other scholars and researchers have published on the subject of HRMIS.

Chapter three gives a detailed account of methods and philosophies. It describes how data was collected, and the data collection techniques adopted by the researcher.
Chapter four presents findings obtained from the research. This chapter also gives an analysis of the data and interpretation of the findings.

Chapter five presents conclusions of the research study. It provides recommendations for the Public Service Commission and other relevant stakeholders for effective implementation of HRMIS.

1.11 CHAPTER SUMMARY

This chapter provides the background information to the study. The study seeks to establish the impact of human resources management information system (HRMIS) on the performance of government departments in Zimbabwe - a case study of three Agencies of the Public Service Commission (2004-2014). The research objectives, research questions, proposition, justification of research, scope of research and the dissertation outline are also outlined in this chapter.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

The preceding Chapter provided the background of the study and how the research was structured. This Chapter focuses on literature review and its importance to the current research. The impact of human resources management information system on the performance of government departments in different African and other developing countries will also be highlighted. The chapter also provides an overview of the challenges that are encountered by government departments in developing successful human resources management information and in implementing sound human policies to improve service delivery. Literature on the significance of human resources management information system was reviewed together with the challenges associated with the implementation of effective human resources management information system and how these problems can be tackled.

Essentially firms invest in information technology (IT) to attain operational efficiency, come up with new products, gain competitive advantage and basically to improve decision making and securing improved organizational performance (Laudon and Laudon, 2013).

This is further supported by Curtis and Cobham (2002) who points out that information is critical in providing feedback and acts as a control mechanism to ensure that all subsystems work towards the realization of the common goal of the organization. This chapter therefore reviews literature on:

a. Definition of human resources management information system (HRMIS);
b. Factors affecting the implementation of human resources management information system;
c. Benefits associated with human resources management information system (HRMIS) particularly in government departments;
d. Challenges associated with implementing human resources management information system which includes empirical evidence from regional and global public services;
e. Cases relevant to the topic;
f. Literature Synthesis and

g. Conceptual Framework.

2.2 DEFINITION OF TERMS

2.2.1 Definition of Human Resources Management Information System (HRMIS)

According to Staudinger and Staudinger (2009) human resources management information system (HRMIS) is a consistent methodology for the gathering of data which is needed by a company for collection of data for purposes of retrieving and authenticating the information required by an organization for its human resources management issues. This is related to Hendrickson (2003) who defines (HRMIS) as systematic way of gathering and processing information regarding human resources matters using computer gadgets which include hardware and software for storage and processing of human resources management activities.

In a similar vein, Keim and Weitzel (2009) noted that human resources management information system (HRMIS) can aid top management in decision making. Thus, (HRMIS) can support long term planning with information for labor force planning as well as supply and demand forecasts.

According to Pakhare (2011) human resources management information system is the connection between human resources management and information technology. It provides a
unitary and an accurate view of all processes that encompass the human resources function such as training, manpower development, performance appraisals, remuneration, recruitment and selection. The workload of the human resources function is reduced and this improves its efficiency as processes are standardized. The human resources management information system plays a critical role in the efficient administration of organizations by keeping track and analysis of the workflow and work patterns (ibid).

Gupta (2009) maintains that a HRMIS is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. He further notes that it allows global visualization and access of important employee information.

Whilst, Khanka (2003) reports that HRMIS refers to the systems and processes at the intersection between human resource management and information system.

Ngai and Wat (2006) also posit that HRMIS was designed for a number of activities which include automation of human resources functions to gain competitive advantages. This is further collaborated by Kovach and Cathcart (2005) who argue that human resources management information system (HRMIS) programs can support activities such as compensation, salary reviews, employee relations, benefits and contract obligations.

Alvarez-Suescun (2007) also highlights those HRMIS can also be used as a competitive tool in the human resources department as naturally the Government is interested in an effective and efficient public service. Kavanagh, Honary, Donovan, Ulich and Denton (2012) mentioned that it incorporates components such as hardware and software as well as. it incorporates human beings, stationery, policies, procedures, and information.

In essence the term e-human resources management (e-HRM) is used interchangeably with HRMIS. (e-HRM) includes information technology (IT) for human resources and web based human resources processes. It performs similar functions such as internet, intranet, extranet and
enterprise resource planning (ERP). These are some of the HRMIS processes that assist in the human resources management functions. As can be deduced from the various definitions presented above HRMIS is all about the use of web technology to improve the operations of the human resources management functions.

2.3 FACTORS AFFECTING THE IMPLEMENTATION OF HUMAN RESOURCES MANAGEMENT SYSTEM

Babette, Bensoussan, Craig and Fleisher (2008) highlight that there are various factors that affect the implementation of HRMIS and these include political, economic, socio-economic, technological, legal, environmental and global (PESTLEG) factors. Fedric (2007) emphasizes that there are three sets of factors affecting the implementation of HRMIS which are organizational, technological and environmental. Nonetheless all of the above mentioned factors are critical in the implementation of a sound human resources management information system HRMIS.

2.3.1 Political Environment

The formation of the Government of National Unity (GNU) in February 2009 culminated in the creation of the Ministry of Information and Communication Technology. The newly created ministry was mandated with the responsibility of information, communication, technology issues, policy formulation and implementation in the country. The political environment affect the implementation of HRMIS as the government has not been able to attract foreign direct investment augment the government covers through value added tax. The implementation of HRMIS requires huge capital outlays and currently the government income base is dwindling as the government is struggling to pay its huge wage bill which gobbles 92% of national budget leaving 8% for developmental projects (Chinamasa 2015).
2.3.2 Economic Environment

The use of the multi-currency regime has created illiquidity in the banking sector which is further compounded by absence of meaningful savings, erratic deposits in the financial services and investments. The multi-currency system on the other hand has increased the abundance of goods and services in the country and this has had a detrimental effect on the current account. The consumption of imported goods at the expense of locally produced goods has culminated in the draining of the much needed foreign currency. This has resulted in local manufacturers being faced with high operating costs and as such they are failing to compete with foreign products (Reserve Bank of Zimbabwe, 2012).

The Government is currently spending 92% of the national budget on employment costs leaving a meager 8% for developmental projects (Chinamasa, 2015). According to best practices 30% of the revenue should be for consumption and 70% on savings and investments. As a result of the dwindling revenue inflows it has been difficulty to operate efficiently because of the ballooning wage bill which is not sustainable (International Monetary Fund, 2014). This affects the implementation of HRMIS as this clearly demonstrates that the government has no capacity to bankroll the implementation of the project.

2.3.3 Social Factors

Fleming (2000) highlights that the different levels of poverty and discrepancies in social and economic development between African countries are common in Africa. Some states in the region are way ahead in the implementation of information, communication and technology infrastructures. Barnard and Vonk (2003) also note that certain African territories have
accessibility to infrastructure such as telephones, electricity, internet services, refined policy and regulatory policies. These are essential for the effective implementation of a sound HRMIS.

It can be concluded that the authors highlight that other African countries are well ahead in terms of development of information communication and technology (ICT) infrastructures as well as contributing to the welfare of their citizens. Gaps are evident in the levels of development as evidenced by the fact that African states in the Southern and Northern countries are ahead in terms of information communication and technology (ICT) development followed by those in the Eastern and Western parts of Africa. Ironically Central African counties are worse off than their counterparts in other parts of Africa (ibid).

Vukanikids (2005) further highlights that the differential levels of information communication and technology (ICT) development in Africa are a result of geological factors which are exacerbated by inaccessibility to information communication and technology (ICT) infrastructures, obsolete equipment, unskilled personnel and continuous improvements in technology, research and development.

In South Africa there are socio-economic disparities of information communication and technology (ICT) frameworks which are further aggravated by the diverse generic categories in the levels of income distribution, education, sex, age and many other factors (Gillwald and Esselaar, 2004). The use of information communication and technology (ICT) policy framework has not only made it a reality and possibility for the privileged social classes to have access to internet facilities, as the less privileged have consolation to their mobile gadgets which are sufficient substitutes to match internet facilities (ibid).
2.3.4 Technological Factors

Technological factors focus on the manner in which technology characteristics can influence adoption (Yang, Lee and Lee, 2007). Technological gains refer to the benefits organizations expect to receive upon adoption of HRMIS and these include increased levels of service quality, efficiency, and reliability (Oliveira and Martins, 2010). On the other hand, barriers to information technology include innovation complexity and its compatibility with organizational technology competency systems (Rogers, 2003).

According to Oliveira and Martins (2010) HRMIS can become an integral part only if the organization has infrastructures and technical skills. These factors allow organizations with the technological capacity to adopt HRMIS. Companies with superior technology are in a better position to adopt HRMIS than firms that do not have strong technological infrastructure and wide IT expertise.

Carter and Belanger (2005) pointed out that there are three main factors influencing e-government adoption which are relative advantage, image and compatibility. These factors influence the decision to adopt technology innovation. Similarly, Teo et al. (2007) in their research in Singapore found out that only relative advantage and compatibility are influencing factors in human resources management information system adoption.

2.3.5 Legal Factors

Legal factors are the statutory requirements that have to be met by organizations in pursuant to their organizational objectives which are put in place by governments indirectly or directly (Granados and Masilungan, 2001). These include legislation such as antitrust laws, consumer rights and labor laws amongst other various factors that affect operations of the companies. The implementation of HRMIS will result in the reduction of the labor force in government which is
contrary to the government policy of employment creation and this will adversely affect the uptake of the HRMIS project.

2.3.6. Environmental/Ecological Factors

Environmental factors include the internal and external environment which affects the implementation of HRMIS.

2.3.6.1 Internal Environment

Company factors are those that are within an organization’s influence in the implementation of human resources management information system. Company size, level of sophistication of the skilled workforce and company resources are critical factors in the implementation and adoption of HRMIS (Troshani, Jerram and Hill, 2011).

Yang et al. (2007 highlight that it is important for information communication technology (ICT) to promote human resources management information system (HRMIS). Teo, Lim and Fedric (2007) found out that beside top management support to adopt human resources management information system in the company, employee involvement is also needed which has the blessings of management. Most studies on human resources management information system reveal that management support has a positive bearing on HRMIS or IT adoption (Teo et al., 2007).
2.3.6.2 External Factors

External environmental factors include the industry where an organization conducts its business. This includes characteristics of the industry, government legislations and regulatory frameworks, and the infrastructure (Oliveira and Martins, 2010; Troshani et al., 2011). According to Rogers (2003) for HRMIS to be effective it is critical that adoption and implementation of the system requires that all the pertinent information regarding the external factors must be easily accessible to the concerned parties. In addition to infrastructure and technical expertise, central government and local authorities can encourage technology adoption by raising awareness campaigns, training, development, and material support (Troshani, Jerram and Hill, 2011).

Teo et al. (2007) postulated that for companies to achieve competitiveness it is critical that they to effectively manage their human resources. It is therefore essential for organizations to adopt HRMIS as an essential tool to make informed decisions to effectively manage the human resource function and foster efficient allocation of human resources.

Environmental factors play a very critical role in implementing HRMIS and also determining the level of competition. Other factors that have a direct bearing on the implementation of human resource management information system (HRMIS) include competition, technological innovation, socio-economic factors, and sophistication of the human resource function, labor regulations, government regulations and frameworks (ibid) as discussed earlier.

In essence as highlighted above by Manktelow, (2005), Lepak, Liao, Chung, and Harden, (2006), Bensoussan and Fleisher (2008) political, economic, political, technological, legal and environmental (PESTLE) factors play a very critical role in the successful implementation of human resources management information system (HRMIS). As presented in the diagram above when all these factors are taken on board they are likely to lead to the successful implementation of a human resources management information system (HRMIS), which will ultimately lead to improved service delivery in government institutions.
2.3.7. Global Environmental Factors

Global environmental issues that affect the implementation of human resources management information systems worldwide include environmental degradation due to disposal of computer consumables and this may result in pollution of the environment. It should be borne in mind that environmental pollution has no borders as conditions in one country may affect another.

Turok (2009) posits that globalisation has resulted in the emergence of borderless economies that are being driven by the internet. The author in question further notes that the virtual world has increased the speed at which information is disseminated from the retailer to the consumer, thus increasing the bargaining power of the consumer. To that effect the new world order is calling for the adoption of new technological systems such as HRMIS, such that organizations can be integrated into the global community.

According to Anand (2013) different regions do face different problems in environmental degradation and the major key distinction is between dealing with the global environmental threats. Developed nations and developing countries have different of dealing with the issue of disposal of computer consumables. Solutions are unique to a particular phenomenon and this not only depends on the level of economic strength but the standards of living that determine the issue of dealing with the threats caused by implementation of human resources management information systems.


2.4 BENEFITS ASSOCIATED WITH HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

This section presents the benefits associated with the implementation human resources management information system.

Snell, Stueber and Lepak (2002) observed that HRMIS overcome the challenges associated with manual operations whilst at the same time reducing costs, turnaround times and improving on service delivery. Kovach and Cathcart (1999) points that many experts forecast that HRMIS will become the central tool for all HR professionals.

Ball (2001) maintains that, IT results in proper HRMIS which will result in improved services and reduced costs regardless of the size of the firm. Othman and Teh (2003) denote that IT enables the creation of an information technology based environment which enables the manager to concentrate on essential activities which are strategic human resources management.

Ashbaugh and Miranda (2002) posit that advances in IT hold the promise of meeting many of the challenges of HRMIS such as low staff turnover, a highly motivated and productive work force which are essential elements for strategic decision making in managing human resources related issues in a competitive world.

Human resources management information system compliments the use of technology to attain high organizational performance. Such measures enable the human resource unit to devote time to value beneficiation activities that result in maximum utilization of information technology to achieve organizational objectives (ibid).

Gürol, Wolff and Ertemsir (2010) further indicate that, the advantage of using IT in human resources management information system is the freeing of human resources staff from their traditional roles and to concentrate on strategic issues in the human resource function. Caudron (2003) has also observed that information technology can automate other routine tasks such as
payroll processing, benefits administration, and transactional activities, so that human resources professionals are free to focus on more strategic matters such as boosting production. These sentiments are also echoed by Lawler (2011) who goes further to say human resources routine functions will pave way for strategic issues.

Snell, Stueber and Lepak (2002) pointed out that IT has the potential to lower administrative costs, increase productivity, lower speed response times, improve decision making and enhance customer service simultaneously. Turek (2000) offers numerous examples of how HR technology has reduced the response time and enhanced the quality of human resource service in the workplace. In their research Insight Consulting Partners (ICP) (2003) notes that enterprise resource planning (ERP) applications tend to push organizations towards more centralized and integrated human resource and IT infrastructures. Human resources management information system makes available the company’s human resource strategy as an ingredient for the human resource input into the strategic decision making processes (Beulen, 2009). Lengnick, Hall and Moritz (2003) further goes to say human resources management information system (HRMIS) can be utilized to publish information, automation of processes, and finally alter the operations of the human resource (HR) function. Sadri and Chatterjee (2003) further point out that HRMIS reduces processes, costs, improves transaction processing speed, minimizes errors and improves the tracking of human resource functions.

Aggarwal and Kapoor (2012) augment this by mentioning that HRMIS assist management and the HR department as well as the employees in different ways. This increases the overall decision making process of an organization such as possessing of a single data base for employees in the organization. It also provides all the prerequisite information and the different opportunities existing in the company and all reports as well as reducing the paper work and elimination of the chances of human errors. Employees are guided accordingly, have accessibility to independent data, and they can keep track and be reminded their business obligations and responsibilities (ibid).
2.5 CHALLENGES ASSOCIATED WITH THE ADOPTION OF A HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

Kovach and Cathecart (1999) mentioned that lack of top management support, funds, human resources knowledge of system designers and human resources solutions are the main factors that keep organizations away from human resources management information system (HRMIS).

A research which was conducted by the Institute of Management and Administration (2002) highlighted obstacles that are detrimental for the successful management of a HRMIS. This includes lack of technological expertise by staff members, inadequate financial resources, poor planning and management of time, harmonious working relationships which other functional units, and absents of IT backup. Ngai and Wat (2006) found costs to be the main barrier to the implementation of HRMIS.

Ball (2001) observed different buying behaviors between small and large firms when purchasing HRMIS packages that are cost and risk. Small firms cannot afford advance enterprise resource planning (ERP) systems due to the high cost of the technological equipment. The risk of implementing new software is high for small organizations than for large organizations. So they need longer time to develop human resources management information system (HRMIS) to have more sophisticated facilities.

Martinsons (1994) as cited by Ngai and Wat (2006) and Ball (2001) showed that small organizations have lesser chances of implementing HRMIS due to lack of funds. Ball (2001) foresaw suitable HRMIS for small organizations though they did not require all the features that large organizations require. Small business sector is seen as a growth area by some HRMIS software vendors who prefer flexible, low-cost, and genetic products (ibid).
According to Ball (2001) the use of HRMIS in small companies is limited compared to their larger counterparts. However research in HRMIS to date is oriented towards the larger organizations (ibid).

Özçelik and Ferman (2006) noted that human resources management information system (HRMIS) may induce reluctance by some employees for fear of the unknown. Some human resources management information system (HRMIS) researchers focused on its benefits and implementation rather than the barriers. Some of the researches observed the high cost of HRMIS as the major detriment (ibid).

Kovach, Hughes, Fagan, and Maggitti (2002) point out that the improved decision making process can culminate in employee motivation and satisfaction which are also difficult to measure. Mayfield and Lunce (2003) also concluded that it is difficult to attribute HRMIS gains such as reduction in costs, increase in turnover and efficiency to the human resource department. Factors such as motivation and morale are not directly linked to the implementation of HRMIS. It is therefore difficult to establish a direct link between the implementation of human resources management information system and the benefits to be derived by the organization.

2.6 CHANGE MANAGEMENT CONCEPTS

Human resources management in formation system is a new phenomenon and it is bound to face resistance by some employees in the organization and it is therefore important to incorporate change management concepts.
Table: 2.1 Change Management Models

<table>
<thead>
<tr>
<th>Author</th>
<th>Current state</th>
<th>Transition state</th>
<th>Future state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewin (1951)</td>
<td>Unfreeze</td>
<td>Change</td>
<td>Freeze</td>
</tr>
<tr>
<td>Hughes (1991)</td>
<td>Exit</td>
<td>Departure</td>
<td>Entry</td>
</tr>
<tr>
<td>Bullock and Batten</td>
<td>Exploration</td>
<td>Planning</td>
<td>Integration</td>
</tr>
<tr>
<td>(1985)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beckard and Harris</td>
<td>Present state</td>
<td>Transition state</td>
<td>Future state</td>
</tr>
<tr>
<td>(1977)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Lewin (1951) established the three (3) Stage Model which is centered on three key states of nature that is unfreezing, change and refreezing. According to Lewin (1951) the unfreezing phase involves making the need for change so obvious that the individual, group, or organization can readily see and accept it. The change process involves fostering new values, attitudes and behavior through processes of identification and internalization. Organization members identify with the organization’s values, attitudes and behavior and internalizing them once they perceive their effectiveness in performance.

He notes that during the unfreezing stage it involves overcoming inertia and the changing the current mindset. This is then followed by change, that is establishing the new state of nature that you require and finally refreezing that is anchoring on the new state and ensuring you stick to the new status quo. The refreezing phase means locking in the new behavior pattern into place by means of supporting or reinforcing mechanisms so that it becomes the norm (ibid).

This is further supported by Beckard and Harris (1977) and Hughes (1991) although they use different terminologies as highlighted above. The three authors emphasize the need for change when all the props and practices of the past no longer bring the desired results.
Peters (1997) developed three models of change that is incremental, punctuated equilibrium and continuous transformation. He coins that incremental change involves change that occurs in stages and phases, which is one after the other in an evolutionary manner. The punctuated equilibrium involves sudden changes that transgress the organization to a completely new status quo. As continuous transformation advocates that organizations must continuously mutate and adapt to the changing environments in which they operate.

Ackerman (1997) also devised a three (3) stage change model which involves developmental, transitional and transformational. Developmental implies planned or emergent, incremental improvement of skills or process. Whilst transitional is planned change, transformational change results in the establishment of a completely new organizational structure, processes, culture and strategy.

Lippirt, Watson and Westley (1958) came up with a seven (7) phase change model which is premised on the following stages namely, developing the need to change, establishing a change relationship, diagnosing client problems, examining alternative routes and goals, transforming intentions into actual change, generalizing and stabilizing change and finally establishing a terminal relationship.

The change management concepts are related to the study in the sense that whenever there are new concepts to be introduced there is bound to be some resistance by some people for fear for the unknown. It is therefore necessary to relate change management models to the implementation of HRMIS.

The major contributions of the change management models are that individuals are unwilling (or unable) to alter long-established attitudes and behavior. This involves unfreezing the present state of affairs to changing or improvising new behavior patterns and unfreezing or reinforcing new behavior.
However change lasts only a short time and after a brief period of trying to do things differently, individuals often return to their traditional pattern of behavior. Lewin (1951) and similar models for change are criticized for discounting the need for employee flexibility and adaptation as this retards innovation by being prescriptive. According to Bechtold (1997) organizations operate in turbulent and chaotic atmospheres which dictate that they should constantly change their way of operations and this should be ongoing processes.

2.7 CASES RELEVANT TO THE TOPIC

It is also important to highlight what other public sector organizations in other countries have done in as far as implementing HRMIS so as to improve organizational performance as well as the challenges encountered. This section discusses cases of countries where HRMISs have been implemented.

Yesufu (2006) observed that there is a growing need to automate all activities in government run departments. An exploratory survey of HRMIS practices carried out by the Ministry of State for Public Service in Kenya (MSPS) in 2007 found out that the day to day work of HRM practitioners in the civil service revolves round many activities. This includes activities such as commutation of leave, confirmation of appointments, preparation of the payroll, deployment of staff, attending meetings, verification of personnel data, pension matters, and statutory deductions and arranging for staff training among other such activities. The key findings from the study were that some of the challenges unearthed by Ministry of State for Public Service (MSPS) in Kenya included absence of cordial relationships with other departments, limited interaction with other departments. Human resource was only consulted in areas where other departments were incapacitated and there was no platform to address issues and exchanging of ideas with other departments. The adoption of HRMIS could help integrate the various departments’ activities.
A study carried out by Onah (2008) in Nigeria established that production in organizations suffered serious decline despite the vast investments in human resources management. The research revealed that production was not a function of the enormous human resources at their disposal hence the growing importance of a HRMIS needs not to be over-emphasized, as in some situations it has not led to improved organizational performance.

The human resources are the organization’s key stakeholders and as such they need to be managed carefully in order for them to be motivated to achieve the organization’s strategic objectives. The dissatisfaction of employees in the Nigerian public sector contributed to the decline in production in government departments. The study investigated the role of HRMIS in motivating the public servants to contribute to increased production in the Nigeria Government Departments (ibid).

Onah (2008) also posits that in departments like ministries, four directors were found in one obscure room doing nothing and other junior workers dissatisfied find places to loiter under the mango trees located around the premises. The importance of planning human resources in a public organization cannot be under rated.

According to Yesufu (2006) no activities can be done without implementation of human resource management information system (HRMIS) in the public sector. However, this sparked a broad cultural change in which all public servants were to be transferred from the manually working environment to an electronic working culture.

A study was also conducted to assess impact of the effectiveness of the human resources management information system (HRMIS) at the Perlis State Secretary Office (SUK Perlis) in terms of many dimensions. This included three variables which include the quality of information, end user beneficiation and the quality of equipment. The methodology included assessing the impact of the effectiveness of HRMIS through quantitative and qualitative survey methods (ibid). Results from this study also substantiated the effectiveness of human resources management information system (HRMIS) in the management of human resources in the SUK
Perlis. All officers and employees of Perlis State Secretariat who gave feedback noted that they were satisfied with the quality HRMIS as well as the quality of information, and the system used to get user satisfaction (ibid).

2.8 LITERATURE SYNTHESIS

With regards to the definition of human resources management information system (HRMIS) Straudinger and Straudinger (2009) and Hendrickson (2003) highlighted common issues with regards to human resources management information system (HRMIS) which included the systematic gathering, storing and retrieving of useful information.

However, Pakhare (2011)’s definition of human resources management information system (HRMIS) sounds more precise and elaborate as it emphasizes the connectivity between human resources management information system and information technology. The author’s definition touches on all related HRMIS issues such as training, staff development, remuneration, recruitment and how best these can be managed from a human resources management information management system perspective.

Pakhare (2011)’s definition is in line with that of Gupta (2009) who is of the view that a human resource management information system (HRMIS) is a software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. Pakhare (2011) further notes that the human resources (HR) function plays a strategic role in organizations, in that if properly implemented human resources management information system (HRMIS) could lead to improved organizational performance. The above observation was also corroborated by Gloet and Berrell (2003) who are of the view that human resources management information system (HRMIS) influences organizational policies, systems, behavior and even performance.
Based on the literature discussed above, it is worth critiquing some of the issues related to the whole concept of HRMIS, with regards to its implementation and associated benefits and threats that can be viewed as situational from firm to firm.

Human resources management information system requires a huge capital outlay from the setting up of the plant and machinery, computers and the related training and development costs. In most developing economies, the governments find it difficult to implement HRMIS due to nepotistic engagements in strategic positions, and as such, these people might be unknowledgeable about the essence of information technology.

According to Gloet and Berrell, (2003) human resources management information system (HRMIS) affects organizational performance, employees’ attitudes and productivity. However, this position is common in most developing countries as human resources management information system is not accorded the role it is supposed to play in strategic management in organizations (ibid).

Schuler, Dolan and Jackson (2001) and Mayfield, Mayfield and Lunce (2003) noted that one such major challenge is the use of information technology (IT) to aid human resources functions which results in increased professional performance. More so, a careful analysis indicated that increased human resources management information system (HRMIS) usage enabled improved professional performance and interaction between various departments in the organization.

Lawler and Mohrman (2003) as cited in Hussain, Wallace and Cornelius (2006) noted the increase in the use of human resources management information system (HRMIS) in organizations that have limited human resources functions. The authors went further to highlight that the increased usage of human resources management information system in companies did not necessarily mean that the human resources function automatically becomes part of the strategic process. Several studies have been carried in this field which provides empirical evidence to support theoretical frameworks of the contributions to the subject of human
resources management information system (HRMIS), but this area of investigation is still in its infancy.

Huselid, Jackson and Schuler (2005) argued that the future of human resources (HR) function depends on its ability to acquire, assimilate, transform and exploit new knowledge in other areas to allow it to connect with strategic business drivers. There is now no doubt about the strategic role human resource can play in organizations. It is now generally accepted that the more strategic the approach to human resource management information system (HRMIS), the greater the contribution of human resources function to organizational performance.

Whilst various proponents HRMIS have pointed that it can only be used as an aid in addition to other variables, it does not necessarily eliminate the human resources asset assist in the implementation of the process. Thite (2004) supports this by pointing out that firms mistakenly treat IT as a mechanism to implement HRMIS but not the driving force. As a result firms circumvent resources which are meant for human resources development in favor of IT. It is worthwhile noting that for human resources management information system to be successful there are issues to consider which include managerial and social issues (Martinsons and Chong, 1999).

According to Ngai and Wat (2006) most studies on HRMIS which were conducted in respect of developed countries were too theoretical. The same authors noted that in a survey conducted in Hong Kong on HRMIS the benefits mostly derived from the implementation of the process included quick response and access to information. At the same time the greatest disadvantage was inadequate financial resources. Ball (2001) also noted that in a survey conducted in the United Kingdom on small firms it was observed that smaller organizations were less likely to use HRMIS compared to large corporations.

Burbach and Dundon (2005) also observed that in Ireland multinational corporations adopted human resources management (HRMIS) more than smaller firms and this was mainly used for administrative purposes rather than for strategic decision making purposes.
The main challenges associated with human resources management information system included lack of knowledge of the human resources function and lack of priority given to human resources departments in most firms. Yesufu (2006) and Onah (2008) emphasized much on the benefits associated with HRMIS but did not highlight a blueprint and the situational variables for the successful implementation of an effective human resource management information system.

Most of the reviewed literature is generally generic and fails to address situational and local conditions that enhance the effective implementation of HRMIS particularly in governments of developing economies. It should also be noted that the bulk of the researches were done in developed countries, and the results might not be applicable to less developed countries and to other parts of the world due to social and economical differences. However notwithstanding the negative impact of HRMIS on small firms and developing countries due to lack of technological expertise and scarcity of resources, it is imperative for organizations to plan effectively. This will ensure that organizations have quality human resources, improved organizational performance and have quality skills through the implementation of effective human resource management information system.

2.10 CONCEPTUAL FRAMEWORK/ MODEL

An analysis of the literature reveals that the implementation of sound HRMIS to achieve effective delivery service in the public sector organizations is determined by a number of factors. According to Babette, Bensoussan, Craig and Fleisher (2008) these factors include political, economic, social, technological, legal and environmental factors.

Lepak, Liao, Chung, and Harden (2006) highlight that the idea of analyzing the above mentioned factors is to ensure that human resources functions in conjunction with the strategic objectives of the firm. This can lead to improvement in service delivery as well as increased production. Manktelow, (2005) further argues that the evaluation of these factors can lead to a
better understanding of the environment an organization operates in and hence increases the chances of the successful implementation of HRMIS.

Figure 2.1: Theoretical Framework
## GAPS IN LITERATURE

### Table 2.2: Summary of Gaps in Literature

<table>
<thead>
<tr>
<th>Author</th>
<th>Contribution</th>
<th>Gap</th>
<th>Contribution to close current Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staudinger and Staudinger (2009)</td>
<td>The authors opined that (HRMIS) is a systematic way of collection of data that are relevant in an organization for its human functions.</td>
<td>However, the modern approach to implementation of systems is being guided by a systemic approach, which calls for a diverse and trans-disciplinary approach, whereby the implementation of a system should not be routine, and structured as posited by the definition of Staudinger and Staudinger (2009) which calls for a systematic</td>
<td>As such in my study I will adopt a systemic approach, which calls for the cross interaction of elements towards the attainment of a particular objective. As such the implementation framework for the HRMIS will adopt a trans-disciplinary and diverse implementation process.</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Title</td>
<td>Summary</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Keim and Weitzel (2009)</td>
<td>Human resources management information system (HRMIS) aid in decision making.</td>
<td>The definition lacks depth in that the word decision making is just too broad, and as such they should have touched on the actual key result areas or functions that actually benefit from HRMIS, especially in particular HRM functions such as recruitment, training amongst others. Hence more detail should have been provided. As such the contribution should have touched on how HRMIS could enhance the operations of key Human Resources functions, such as recruitment, training, grievance handling, and staff development amongst other functions.</td>
<td></td>
</tr>
<tr>
<td>Babette, Bensoussan, Craig and Fleisher (2008)</td>
<td>The authors in question highlight that there are various factors that affect the operations of organizations which</td>
<td>The authors contribution mainly emphasized on macro-level Consequently in this study the researcher will try to also consider both macro-level factors, and micro-level factors, as they</td>
<td></td>
</tr>
</tbody>
</table>
Fedric (2007) as collaborated by Troshani, Jerram and Hill (2011)

<p>| Fedric (2007) as collaborated by Troshani, Jerram and Hill (2011) | There are three sets of factors affecting the implementation of human resources management information system (HRMIS) which are organizational, technological and environmental. | Fredic’s definition is myopic in that the three factors he highlighted are not the only ones that affect the successful implementation of a HRMIS. For instance he left out economic factors, which from the look of things is a key determinant of whether the HRMIS involve a huge commitment of financial resources, and as such if the country’s economic wellbeing is ailing they are likely not to implement a HRMIS. Hence economic factors amongst an array of other factors should also be considered in the successful implementation of HRMIS. | equally have a bearing on the successful implementation of HRMIS. |</p>
<table>
<thead>
<tr>
<th>Kovach and Cathcart (1999)</th>
<th>The two authors coin that many experts forecast that human resources management information system (HRMIS) will become the central tool for all human resources (HR) professionals.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Kovach’s contribution needs to be qualified, especially the fact that HRMIS will become the central tool for HR professionals. It should be noted that the HRMIS is just a tool that aids HR professionals, it needs not to be over-relied on since it is subject to technical error and redundancy in the wake of an ever-growing dynamic and ever-changing business conditions. HRMIS cannot replace the</td>
</tr>
<tr>
<td></td>
<td>Due care will be given to balance and rationalize the importance of HRMIS, by also alluding to some of the challenges associated with them.</td>
</tr>
</tbody>
</table>
importance of a human being.

Ball (2001) Information technology (IT) is a tool used in human resources management information system (HRMIS) which will result in improved services and reduced costs regardless of the size of the firm. However the issue that HRMIS reduces operational costs need to be qualified, and rationally critiqued, due to the fact that most systems are associated with high costs, especially the costs associated with the acquisition of the system, training and development of manpower, associated maintenance costs, amongst other costs.

The growing essence of HRMIS need not to be over-emphasized, and as such a balanced perspective needs to be adopted, since it is not always the fact that HRMIS would lead to improved services, as this is situational and influenced by numerous factors, such as organizational culture. For example in most government departments in Zimbabwe, the work ethic is quite pathetic, and systems redundancies could jeopardize even the uptake of a HRMIS.
| Ashbaugh and Miranda (2002) | Advances in information technology (IT) hold the promise of meeting many of the challenges of human resources management information system (HRMIS). This includes attracting, retaining, and motivating employees, meeting the demands for a more strategic human resource function, and managing the human element of technological change in the future. | Issues to do with employee motivation and staff retention may not be wholly attributed to HRMIS, since these are social issues, which cannot be totally enhanced by systems. These issues are mainly influenced by mainly work environment and organizational culture, which are influenced by human beings, not predominantly systems. | A fair and situational view of the benefits associated with HRMIS will be adopted, in a bid not to over-emphasize or under-cast the benefits associated with HRMIS. |
Yesufu (2006) The author propagates that no activities can be done without implementation of human resources management information system (HRMIS) in the public sector. The author has over-emphasized the essence of HRMIS by highlighting that no activities can be done without a HRMIS, yes it improves the productivity and coordination procedures of Human Resources functions, but we still have some developing countries that are running on manual systems, though they are associated with some inefficiencies. A balanced perspective and holistic view on HRMIS needs to be scrutinized. The study needs to have a bird's eye view in critiquing the pros and cons of HRMIS, other than to over-emphasize its benefits to organizations.
Lewin (1951) and collaborated by Hughes (1991) Beckard and Harris (1977), Ackerman (1997) and supported by Lippirt, Watson and Westley (1958)

The authors highlight the need to unfreezing the present state of affairs to changing new ways of behavior patterns and reinforcing new behavior.

The authors of change are criticized for discounting the need for employee contribution and adaptation as this retards innovation by being prescriptive.

In my study this will encompass other variables that will have an impact on the successful implementation of HRMIS in public sector enterprises.

2.11 CHAPTER SUMMARY

The chapter gives an overview of HMRIS. It also highlights the benefits that accrue from the implementation of a human resources management information system. The chapter discusses the challenges associated with the implementation of human resources management information system HRMIS and it provides empirical evidence on organizations that have adopted a HRMIS.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter gives a helicopter view of how the research study was undertaken. While chapter two reviewed related literature on the effects of human resources management information system on corporate performance, this chapter discusses the methodology of the study which presents the roadmap along which the research was carried out. It provides the fundamental framework from which a research can be carried out.

3.2 RESEARCH DESIGN

A research design is a systematic manner that is used to solicit for information in a systematic manner (Nachmias and Nachmias, 2007:115). It entails the systematic collection, analysis and interpretation of data. This study adopted a case study approach for intensive investigation and the research instrument is an in depth interview guide.

3.2.1 Research Philosophy

Saunders, Lewis, and Thornhill (2009:34) report that the choice of research philosophy depends with the way one views things on knowledge development. Burrel and Morgan (2010:34)
identify the main research philosophies as, epistemology, ontology, human nature and methodology. The authors observed that objectivists examine relationships and regularities between the elements whilst subjectivists focus on how individuals create, modify and interpret the world.

Gartner and Birley (2007:123) observed that there are predominantly two main research approaches that can be used in main stream research, notably quantitative and qualitative research approaches. Having highlighted the two main research philosophies, the researcher used the phenomenological approach or qualitative research approaches. The researcher used open ended questions to provide room for the respondents to express what they think in their own words, thereby reducing the bias associated with closed ended questionnaires which are pre-coded (Denzin and Lincoln, 2008:96). The in depth interview guide was used as it provides a standardized interview across all respondents as it asked the same questions in the same pattern. This allowed the researcher to make comparisons.

3.2.2 Research Strategy

There are numerous strategies that can be used in research which include experiments, surveys and case studies amongst others. The research strategy that was adopted for this research was the case study. The major concern about case study research is the credibility of the findings (Saunders et al., 2007:56). The credibility of any research findings can be judged according to the four tests which include validity, internal validity, external validity and reliability to establish the quality of any empirical social research reliability (Yin, 2009:118). The researcher used moral persuasion to solicit responses from the interviewee to ensure the responses are valid and reliable.
3.3 POPULATION

According to Castle (2007) the population is an entire group about which some specific information is required and recorded. Similarly Nachmias and Nachmias (2007) collaborate with the author as population is defined as the sum total of elements that have similar characteristics. They further state that population has to be stated in terms of three factors, content, extent and time.

The study population of the Public Service Commission was drawn from management notably the top management, middle management and junior management from the three Agencies out of the fourteen Agencies that constitute the Public Service Commission. These three Agencies are the only ones which deal with matters that have something to do with human resources in the organization.

The table below depicts the population distribution for the study and highlights the three Agencies that were considered and the rationale for the selection of the three agencies out of a total of fourteen agencies which specifically deal with human resources management issues.
Table 3.1: Population Distribution per Agency

<table>
<thead>
<tr>
<th>Name of Agency</th>
<th>Management Level</th>
<th>Total Population numbers per category in each Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>Top</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Middle</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>1</td>
</tr>
<tr>
<td>Human Resources Agency</td>
<td>Top</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Middle</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>1</td>
</tr>
<tr>
<td>Human Resources Management Information Systems Agency</td>
<td>Top</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Middle</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

For the purpose of this research the three agencies that were selected are Personnel Agency, Human Resources Agency and Human Resources Management Information Systems Agency. These are the agencies that specifically deal with the human resources related issues in the Public Service Commission. They were purposively selected due to their relevance to the study.
3.3.1 Sample Size

Wiersma and Jurs (2008) define a sample as a subset of the population and populations are studied through the use of samples. A representative sample is one which has been selected in such a way that as far as possible, the main characteristics of the sample match those of the parent population (Saunders et al., 2007).

It is important to observe that there is no a single commonly accepted and agreed upon formula for calculating sample size (Francis, 2004). However the same author maintains that the larger the sample size the more representative it will be to the target population. It can also be argued that, a sample size needs only be large enough to be reasonably representative of the population (Saunders et al., 2007). For this study, the sample size was fifteen people from across the various categories of top management, middle management and junior management that were drawn from the three agencies.

3.4 SAMPLING TECHNIQUES

Sampling is viewed as the process of selecting a portion/ part of a group/ population in a bid to draw a proportional representation of the totality (Yates, 2007). There are predominantly two types of sampling techniques notably probability and non-probability sampling. Probabilistic sampling techniques include simple random sampling, stratified random sampling and cluster sampling. Non probabilistic sampling includes quota sampling, purposive sampling and convenience sampling (Saunders et al., 2007). For the purpose of this study the researcher utilised a non-probability sampling technique in the form of purposive sampling, as the researcher sought to establish expert views, and as such respondents were strategically identified, and those that were knowledgeable about the study area under review were considered. The three
agencies were considered as they are the ones which deal with human resources issues in the Public Service Commission; hence their involvement is crucial to the study area.

The researcher considered key personnel that are deemed to be knowledgeable about the particular phenomenon under review, and as such are purported to provide expert ideas on the study area (Leedy, 2010).

**Table 3.2 Sampling Procedure**

<table>
<thead>
<tr>
<th>Name of Agency</th>
<th>Management Level</th>
<th>Total Population</th>
<th>Sampling frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>Top</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Middle</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Human Resources Agency</td>
<td>Top</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Middle</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Human Resources Management Information Systems Agency</td>
<td>Top</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Middle</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td><strong>15</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>
Table 3.2 above shows the distribution of the population and sampling frame. It is evident that the population was fifteen across the three Agencies, and the sampling frame was also fifteen since it was a highly specialized research area which mainly targeted key respondents who are deemed knowledgeable enough about the area. Non probability sampling in the form of purposive sampling was adopted as the research sought to establish expert views on the research phenomenon under review. Hence the reason behind targeting fifteen respondents who were also part of the study population.

3.5 DATA COLLECTION METHODS

Oyemoni (2007:37) maintains that there are mainly two types of data collection sources which are primary and secondary data sources. The primary data sources included questionnaires, observations and interviews.

For purposes of this study an in depth interview guide was adopted as a method of soliciting information from respondents as it provides room to further probe respondents for more information and clarity. An in depth interview guide was used to interview the fifteen respondents who participated in the study as per the sampling procedure in table 3.2 to solicit for information and further probing.

Secondary data sources refer to already published information, like publications, pamphlets and company reports. This study used secondary data sources in the form of organization publications, pamphlets and company reports as data collection instruments.
3.5.1 In depth Interviews

Interview is the way respondents express their own understandings of the phenomena (Patton, 2002). The author also identified another challenge associated with in depth interview guides as the one which involves overcoming our old ways of doing things. This includes continuing with our old habits which are reinforced in our day to day ordinary conversations, miscommunication, and lack of directions in the way we answer questions and interruptions during interviews.

In depth interviews also allow the cross checking of responses across several interviewees, and the coverage of major issues under study. Furthermore in depth interviews give the researcher a chance to read facial expressions, and solicit for further clarity during the interview process.

3.6 RESEARCH METHODS

The quality of information gathered depends on the quality and reliability of the research instrument that has been adopted by the researcher (Gill, 2007).

The main data collection instruments used in this study research is questionnaires, interviews, documentation and observations.

3.6.1 Reliability and Validity of the Instrument

3.6.1.1 Reliability

Adams et al. (2007) maintain that reliability facilitates consistency with regards to the research tool that has been adopted. The authors in question posit that reliability ensures consistency of the measurement instrument.
Reliability further tests how well a research instrument measure a particular phenomenon. Whitelaw (2006) argues that all the issues to do with consistence and accuracy of a research tool should be dealt with first before the instrument can be disseminated to the targeted respondents. To test reliability of the instrument, a pretest study was carried out from a few selected respondents from the targeted three agencies who were not part of the intended respondents to the interview guide.

The reliability of the survey was ensured by the fact that those that were targeted all participated during the study. Furthermore respondents were purposively selected, as the researcher only interviewed key personnel from the three Agencies that deal with human resources issues, and these respondents really should have an interest, as the survey has a bearing on their day to day chores.

3.6.1.2 Validity

Adams, Khan, Raeside, and White (2007) posit that validity measures the extent to which we measure what we are supposed to measure. It also involves the strength of our conclusions, inferences and propositions. Polit and Hungler (2008) distinguished three basic kinds of validity, notably content validity, construct and empirical validity, with each concerned with a different aspect of the measurement situation. To ensure content validity the researcher made sure that all questions in the in depth interview guide asked covered all the important sections of the research topic and in particular research objectives.

Construct validity relates to the way research questions are constructed (Babbie, 1979). In this regard the researcher ensured construct validity of questions by widely consulting experts in the field of human resources management information system. The in depth interview guide was rigorously trimmed and refined in both word and content.
Validity was ensured due to the fact that interviews were conducted during working hours, and it made sure that the rightful people were the ones interviewed. Validation of the job positions becomes easier as respondents had name tags indicating their job positions. Participation was on voluntary basis, and the interviewees are the ones who gave the interviewer the time for the interview process, when they were actually free. The in depth interview guide did not solicit for personal information.

Validity was also ensured through methodological triangulation that is intentions, observation and documentary study.

### 3.7 RESEARCH PROCEDURE

The research methodology which took the form of a case study was used to collect data. This method according Saunders et al. (2008) is predominantly used in interviews and questionnaires.

The survey method provides for a systematic way of gathering data in a much similar way, as the in depth interview guide asks invariably the same questions to respondents, thereby making it easier to make comparisons due to the common unit of analysis (ibid). Consequently face-to face in depth interviews was conducted as they provide room for further probing and reading of facial expressions.

### 3.8 DATA ANALYSIS AND PRESENTATION

The process of data analysis is a critical stage when it comes to both quantitative and qualitative data, as it allows the researcher to arrive at research findings (Miles and Huberman, 2009). As such the main research instrument that was used to solicit for data was qualitative in nature, and as such data matching and content analysis was used to analyze responses. Responses from the in
depth interview guide were quoted directly from what the respondents contributed, and a detailed analysis of these respondent views were alluded to.

3.9 RESEARCH LIMITATIONS

The researcher was faced with limitations in a quest to make this study a success such as unwillingness by some participants to freely provide information due to the perceived sensitivity of the research topic and the fact that the respondents which were purposively selected were busy people with their tight work schedules. These challenges were overcome by assuring the respondents that the information provided would treated with strictest confidence. Furthermore the researcher was faced with time factor limitations and budgetary constraints and this was circumvented by confining the research to Harare where strategic decisions are made without comprising the credulity of information.

3.10 ETHICAL CONSIDERATIONS

In order to ensure that the study was ethical the researcher sought acceptance to carry out his research from Public Service Commission authorities. The researcher promised that all the data that would be availed to him by the agencies would be treated confidentially and the research findings will be strictly used for academic purposes. The researcher also sought consent from the interviewees and participation was on a voluntary basis. Furthermore evidence in the form student registration documents to was availed to the Public Service Commission authorities that assured the management the researcher was a bona fide student, and the research would be purely used for academic purposes.
3.11 CHAPTER SUMMARY

This chapter looked at how the research was conducted, the research philosophy, research design; sampling and data collection techniques used in the study were also discussed. The study population comprised of fifteen respondents drawn from the three agencies of the Public Service Commission that mainly deal with human resources issues. A qualitative research approach was adopted, and in that respect, the main research tool, was an in depth interview guide.
CHAPTER FOUR

4.0 PRESENTATIONS OF RESULTS AND DISCUSSION

4.1: INTRODUCTION

The preceding chapter looked at how the research was carried out. This chapter presents a description of the results in line with each research objective of the study. Subsection 4.3 presents demographic information such as the age, gender, qualifications of respondents and years served and this background information of respondents. Demographics influence the validity of responses, especially the qualifications levels of respondents.

Section 4.4, sought to establish whether respondents appreciate the definition of HRMIS. In that respect respondents were asked on whether they were familiar with a HRMIS, and from the bulk of respondents it showed that they were familiar with the concept. This was critical to the study, in that it showed that most respondents were knowledgeable about the phenomenon under review.

Whilst section 4.5, looked at benefits brought about by a HRMIS, and this section is critical in that it gives justification to the essence of the study. Section 4.6, touched on the challenges to the successful implementation of a HRMIS. The major challenges highlighted included, a lack of buy in of the concept from implementing partners and lack of funding.
### 4.2: INTERVIEWS PER CATEGORY PER AGENCY

A total of fifteen in depth interviews were conducted on the various categories of respondents’ notably top management, middle management and junior management as shown in figure 4.1.

**Table 4.1: Interviews per category**

<table>
<thead>
<tr>
<th>Position</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Respondents per category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>Junior Level Management</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>15</strong></td>
<td><strong>15</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.1 shows that 40% of those that were interviewed came from top management of the three Agencies bundled together, whilst 33.33% were middle level management and 26.66% were drawn from junior level management. Table 4.1 above signifies that each and every category was represented in the survey and this enabled the researcher to obtain varied responses from the respondents as per sampling procedure in table (Appendix 3).
4.3 DEMOGRAPHICS

This section presents the age, gender, qualifications of respondents and years served and the background information of respondents.

4.3.1 Ages of Respondents

Table 4.2 Ages of Respondent

<table>
<thead>
<tr>
<th>Targeted respondents per age category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>13.33%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>20.00%</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>15</td>
<td>15</td>
<td>100%</td>
</tr>
</tbody>
</table>
The table 4.3.1 depicts that 13.33% of respondents are between the 20-29 years age category, 40.00% 30-39 years, 26.66% 40-49 years and 20.00% between 50-59 years. According to table 4.3.1 all age groups were represented, and this reduces bias associated with age, since most respondent who are mainly 50 years or more are likely to have an emotional attachment with the organization, as there are less chances of them joining other organizations. This implies that respondents in the 20’s and 30’s gave a fair assessment of their views, as they still have a long way in their careers and most likely to be ambitious and quite analytical of their work environments. (Appendix 3)

4.3.2 Gender of Participants

Table 4.3 below depicts the gender of the targeted respondents.

Table 4.3: Gender of Participants

<table>
<thead>
<tr>
<th>Gender</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Males</td>
<td>11</td>
<td>11</td>
<td>73.33%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100%</td>
</tr>
</tbody>
</table>

The figure above shows that 26.66% of the respondents were females whilst 73.33 % were males, and this shows that there are more males than females within the organization’s management hierarchy. This could give an indication that obviously more males than females are occupying strategic positions in the organization (Appendix 2).
4.3.3 Qualifications of Respondents

The table below presents the qualifications of the respondents:

Table 4.4: Highest qualification of Participants

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate, IT or HRM</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Diploma IT or HRM</td>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>First Degree holder IT or HRM</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Masters IT or HRM</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>PhD IT or HRM</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

According to table 4.4 the research findings on the qualifications of the respondents’ shows that 40.00% had diplomas, 26.66% had a first degree qualification and 33.33 % Masters Holders in their fields of expertise. Overall majority of respondents seem to have some knowledge as they have formal education levels to an extent that they could positively contribute to this study as indicated in table 4.4 above and Appendix 3 also refers.
4.3.4 Length of Service

The table below propagates the length of service that has been served by the respondents in the organization.

<table>
<thead>
<tr>
<th>Work experience</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 years</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>2-5 years</td>
<td>2</td>
<td>2</td>
<td>13.33%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>7</td>
<td>7</td>
<td>46.66%</td>
</tr>
<tr>
<td>16 or more</td>
<td>1</td>
<td>1</td>
<td>6.66%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

The surveyed respondents revealed that 13.33% had served the organization for a period between 2-5 years, with 33.33% having served the organization for 6-10 years, 46.66% have served for 11-15 years and the other 6.66 between 16 years or more. There are variations in years served increased objectivity, as not all respondents could not be biased towards the organization as most of the respondents served for longer years had an emotional attachment that is associated the bond that exists when one serves for a long period in an organization as referred (Appendix 3).
4.3.5 Job Position

Findings on the job positions of respondents are presented below:

Table 4.6: Position Occupied

<table>
<thead>
<tr>
<th>Position</th>
<th>Targeted Number of respondents</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>Junior Management</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

As depicted above 40.00% of the respondents were drawn from top management, whilst 33.33% were from middle management and the other 26.66% were junior management. A huge percentage figure of those who occupy junior management positions actually enabled the researcher to get an independent opinion on the status quo, since these are people are not directly custodians of the organization that is management, and as such their views were likely to be very independent and objective, since they are the subjects and not the principals (Appendix 3).
4.4: EVALUATION OF THE IMPACT OF HRMIS ON THE PERFORMANCE OF GOVERNMENT DEPARTMENTS IN THE PUBLIC SERVICE COMMISSION

1. In your own view how would you define Human Resources Management Information System (HRMIS)?

Respondent 5

“HRMIS is a computer system that is used to collect, store, analyze and validation of data relating to the human resources function” according to (R5) Appendix 2. The definition is much more holistic and encompassive of the most key HRMIS facets, and shows the respondent appreciates the concept.

The above contribution by respondent (5) concurs with that of Hendrickson (2003) who defines human resources management information system (HRMIS) as a compact computer system that gathers, stores, validates and manipulates data relating to the human resources unit.

Respondent 8

“HRMIS entails a system that enhances the speed at which HR operations are executed through the extensive use of computer based systems” (R8) Appendix 2.

Most respondents were knowledgeable about the HRMIS. On the contrary respondent 1, 3 and 6 presented shallow definitions of HRMIS and lack of appreciation of the unique (Appendix 3)

The responses seems to show an appreciation of the concept, as it emphasizes on the issue of computer based systems that enhance the speed of executing HR functions, which is one aspect of the HRMIS, as such the respondent is very much aware of the concept. The above definition is in line with that of Gupta (2009) who maintains that a human resource management information system (HRMIS) is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company (Appendix 3 refers).
2. Is there a Human Resources Management Information System currently in place in your Agency?

![Pie chart showing 84.21% NO and 15.78% YES]

**Figure 4.1 Existence of HRMIS in PSC in a particular Agency**

The above depicts that 84.21% of the respondents are of the opinion that there is no HRMIS in place in the three agencies of PSC as supported by their responses in (Appendix 2). However this was opposed by 15.78% of the respondents (3) and (8). The HRMIS has been introduced but the uptake has been low as evidenced by most of the respondents who hinted that there is no HRMIS in their agencies (Appendix 2).

The absence of HRMIS was a result of lack of resources and technological expertise. However objectivity and independent views were observed from those who had mostly served the organization for not more than 5 years and this could be a result of their loyalty to the organization.
4.5 ESTABLISHMENT OF BENEFITS ASSOCIATED WITH THE SUCCESSFUL IMPLEMENTATION OF HRMIS IN THE PUBLIC SERVICE COMMISSION

3. What are the benefits that can be derived from successful implementation of human resources management information systems in your Agency in general?

Respondent 4

“HRMIS is essential in managing Human resources operations, as it enhances decision making and reduces nepotistic appointments as job evaluations and recruitments will be done by the system and this might lead to improved organizational performance as there is no room for human manipulation” (R4) Appendix 2. The above was alluded to by Kovach, Hughes, Fagan, and Maggitti (2002) who noted that the improved decision making process can culminate in employee motivation and satisfaction which are also difficult to measure (Appendix 3 refers).

Respondent 5

“I cannot mention that HRMIS leads to organizational performance, but it depends on how it is applied and the appreciation of the concept by everyone within the organization” (R5) Appendix 2 refers. The worth response above was also noted by Mayfield and Lunce (2003) who concluded that it is difficult to attribute human resources management information system (HRMIS) gains such as reduction in costs, increase in turnover and efficiency to the human resource department.

According to appendix 3 most of the respondents who hinted on the shortcomings of the HRMIS it is established that chief amongst the lack of financial resources of implementation and the associated cost of acquisition of the new system and maintenance costs. HRMIS was viewed as merely the extensive use of computers to aid HR operations without improving the current manual operations.
HRMIS was however viewed by the minority as a highly integrated computer based system that aids the decision making initiatives of HRM practitioners. The response were attributable to people who supported the current system as personnel who had served the organization for longer years, and showed some signs of emotional attachment during the interview process. The system is likely to be resisted by people who hate such technologies. However objectivity and independent views were observed from those who had mostly served the organization for not more than 5 years (Appendix 3 refers).

4.6 PROBLEMS ASSOCIATED WITH THE IMPLEMENTATION OF HUMAN RESOURCES MANAGEMENT SYSTEM IN THE PUBLIC SERVICE COMMISSION

4. Please rate the capacity of your department to adopt and implement HRMIS?

![Bar Chart]

**Figure 4.2 Capacity to adopt HRMIS**

As depicted from the above figure 55% of the respondents are of the view that the three agencies in the Public Service Commission have the capacity to implement, as opposed to 35% of the respondents who thought otherwise. 10% of the respondents were undecided. This shows that there are mixed feelings as regards to the capacity of the government to implement such a
system. Probably this could be due to the fact that at the present moment the government is facing numerous challenges, such as paying salaries on time, and this could imply that adoption of a new system might not be top priority.

The responses depict that there are mixed feelings as regards to the capacity of the government to implement such as system. Probably this could be due to the government has no capacity to implement the project. Possibly those who noted that the agencies do not have the capacity to implement a HRMIS are possibly the most objective responses, who were noted to be mainly first degree holders and Master holders and as such these are more knowledgeable people who have ascertained the current operational environment which is marred by liquidity challenges and a whole lot of nepotistic appointments at the top level.

Those that concurred to the government’s capacity were noted to be mainly those that are diploma holders, whose age groups were predominantly above 50 years and as such they have an emotional attachment to the organization, and their objectivity is likely to be questionable in all respects (Appendix 3 refers).
5. In your own view do the following variables affect the successful implementation of human resources management information system in your Agency?

5.1 Political Factors

![Chart](chart.png)

**Figure: 4.3 Impact of Political factors on HRMIS**

The figure above depict that 65% of the respondents are of the view that political factors influence HRMIS; however this was opposed by 20% of the respondents. The other 15% were undecided. The impact of political factors depends on the extent to which governments interfere with the day to day running of key parastatals, and as such in most developing economies such as Zimbabwe. Political factors have a huge bearing on the level of uptake of operational systems in most government organs. Government policies also influence the prioritization of funding and support may not be availed thereby jeopardizing the successful implementation of a HRMIS.

Those that disagreed mainly highlighted issues to do with sovereignty and prioritization of key issues such as improving welfare of workers, other than to concentrate much on coming up with new systems (Appendix 3 refers).
6. Economic Factors

As highlighted above, 55% of the respondents maintained that economic factors have a bearing on the implantation of HRMIS, as opposed to 30% who thought otherwise. 15% were neutral. Those respondents, who established that economic factors have a bearing on the implementation of HRMIS, cited the following reasons, such as liquidity challenges facing the economy as chief amongst the reasons that will affect the implementation process of a HRMIS (Appendix 3 refers).

The other factors that will affect the implementation of HRMIS include the associated maintenance costs, training costs of the personnel and the associated costs of hiring consultancy services. Given the current dispensation whereby the government is struggling to pay salaries to civil servants, funding of projects of this magnitude will be a less priority.
6. Social Factors

Figure: 4.5 Impact of Social factors on HRMIS

The prevailing social strata, income levels and education levels surely has a huge effect on the level of uptake of a HRMIS, and as such it emerged that most of the respondents noted that the low income levels currently being awarded to civil servants will discourage them to participate in a culture of change which seeks to implement HRMIS. The societal make up has a huge bearing on the uptake of new technologies, since old habits are not easy to die.

It emerged that predominantly less developing economies governments and the personnel are used to the manual way of doing things, and initiation of HRMIS is likely to face stiff resistance. Hence change management exercises need to be executed in a much more professional manner as resistance is imminent. On the contrary those who contradicted highlighted those manual
systems have been in existent, and the agencies have been meeting their targets, and as such there is no any real need and desire to introduce a new HRMIS (Appendix 3).

8. Technological Factors

Figure: 4.6 Impact of Technological factors on HRMIS

As shown above 65% of the respondents are of the notion that technological factors hugely affect the successful implementation of a HRMIS. This view was opposed by 25% of the respondents and the other 10% were undecided.

Since the HRMIS is part of a technological drive, this could explain the reason why most of the respondents hinted that it has a huge bearing on the successful implementation of HRMIS.

Possibly those who established that it is not necessary (25%) are possibly those that fear change and are unwilling to adhere to HRMIS. Technology has a huge bearing on HRMIS in that it shapes the type of system to be implemented, the associated security features and benefits, and as such it is a key factor when it comes to HRMIS (Appendix 3 refers).
9. Legal Factors

Figure: 4.7 Impact of Legal factors on HRMIS

On the issue of legal factors 45% of the respondents concurred to the fact that they have a huge impact on the implementation of a HRMIS, whilst 45% thought otherwise and the 15% were unsure. The impact of the legal factors depends on the level of government involvement in the legislation system and process of a particular economy (Appendix 3 refers).

From the respondents initiated that the legislative process in the country is too bureaucratic and the procedures required before a decision can be reached are too cumbersome, and as such this could jeopardize the easy implementation of a HRMIS in government agencies (Appendix 3 refers). Numerous power sources and a lack of transparency, and an ever-changing legal system were also mentioned as chief amongst the factors that could affect the successful implementation of a HRMIS in agencies.
10. Environmental Factors

The figure above depicts that 63\% of the respondents are of the contention that environmental factors have a bearing on the successful implementation of a HRMIS, whilst 25\% of the other respondents thought otherwise and 12\% were to consult. Issues to do with the environment were ascertained in that; the adoption of a HRMIS depends on the size and performance of the economy. As such in most developing economies governments find it difficult to implement HRMIS due to environmental issues such as disposal of computer consumables (Appendix 3).
11. What are some of the challenges that might affect the successful implementation of a sound HRMIS in your Agency?

Respondent 2

“Lack of buy in of the whole concept from the various stakeholders notably the government and some employees who fear for change and the need to go under re-training could harbor the implementation” (R2) Appendix 2.

Özçelik and Ferman (2006) noted that human resources management information system (HRMIS) may create resistance from employees due to resistance to change or use of technology due to learning difficulties, and fear of measures taken to ensure the security of information.

According to the responses those employees who have stayed for long years with the government will affect the implementation of HRMIS (Appendix 3).

12. How can the Public Service Commission overcome the challenges to initiate the human resources management information system?

Respondent 2

“Top management drive and initiative are quite critical in the successful implementation of a HRMIS, and they should through also be supporting shop floor employees and other technical partners” (R2) Appendix 2.

The growing role of management support was alluded to by Kovach and Cathcart (1999) who established that a lack of it would undermine human resources knowledge of system designers which has negative effects on the implementation of a human resources management information system (HRMIS).
The success of any project of this size surely requires the support of top officials, as they are the ones who coordinate, facilitate and support each other in the project.

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4.8 CHAPTER SUMMARY

The chapter discussed research findings obtained from the main research instrument which was an open ended in depth interview guide which sought to evaluate the impact of human resources management information system (HRMIS) on the performance of government departments in Zimbabwe- a case study of three Agencies in the Public Service Commission (2004 -2014). The most significant finding is that the current HR system is manual and there is need to adopt HRMIS, as it enhances the key functions of human resources such as recruitment, training amongst others. There is great need for involvement of all levels of employees in the PSC; Treasury being the financial resource mobilizer and the office of the President and Cabinet to align government support for the implementation of HRMIS for change succeed. A discussion of the research conclusions and recommendations is discussed in the next chapter.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents conclusions and recommendations based on the study. Limitations which were encountered during the study are highlighted in this chapter. The study sought to establish the impact of HRMIS on the performance of the Public Service Commission’s three agencies namely Personnel, Human Resources and Human Resources Management information system.
5.2 CONCLUSIONS

5.2.1 The impact of human resources management information system on the performance of three agencies in the Public Service Commission under the Ministry of Public Service, Labour and Social Welfare.

a. From the results analyzed in chapter four based on the responses captured in Appendix 2 and Appendix 3 the following conclusions can be made:
   It can be concluded that there were variations from the respondents, with regards to their appreciation of HRMIS, as some showed little knowledge on the subject matter as they hinted that HRMIS simply entails the use of computers. It involves a system that can also aid in decision making.

b. Some definitions provided were much more convincing such as the one which defined HRMIS as a means of collecting and analyzing information which is needed for an organization to achieve competitive advantage. It therefore be concluded that HRMIS can be used as a completive tool that aid in decision making.

c. It was also established that, most of the respondents who hinted on the shortcomings of the manual system that it is associated with a lot of paper work, and this permits room for manipulation of some critical source information such as processing of leave days and job appraisal exercises. It is therefore desirable to have a HRMIS in place to eliminate the use of a lot of paper work in processing human resources issues.

d. Those who supported the current system were observed to be some personnel who have served the organization for long years, and showed some signs of emotional attachment during the interview process. It therefore implies that those who have served the organization for longer periods are not comfortable with implementation of HRMIS.
5.2.2 Benefits associated with the successful implementation of a HRMIS in the Public Service Commission.

a. Though most surveyed respondents cited the growing importance of HRMIS as a critical planning tool in HR functions which leads to the identification of redundant personnel, some respondents hinted on the growing usage of the current manual system. Furthermore it can be concluded that from a practical point of view most interviewees gave an indication that the government has no capacity to implement such a system.

b. HRMIS is essential in managing human resources operations, as it enhances the decision making process and this reduces nepotistic appointments as job evaluations and recruitments will be computed after information has been fed into it to produce the desired output. This might lead to improved organizational performance as there is no room for human manipulation.

c. The concept seemed to be actually new to some respondents, as upon further probing they made it clear that the concept is not important to the organization, and they should continue with the current system. Furthermore it can be concluded that most of the respondents who cited ignorance on the growing role of HRMIS are predominantly those that have stayed for long years in the organization and naturally they are used to the old way of doing things.

d. It can also be concluded that the importance of HRMIS as an enhancer of organizational performance is situational, as it depends on how it is applied and the industry characteristics. For example industries that are technologically driven or in the businesses of designing new technologies tend to benefit more than those that are not from the implementation of HRMIS.
e. HRMIS reduces manual operations in key HR functions and could possibly lead to operational efficiency in the execution of staff restructuring, employment, training and recruitment, so I think it can improve operations.

5.2.3 Challenges regarding the implementation of human resources management system in the Public Service Commission

The challenges noted regarding the implementation of the following:

a. Chief amongst the challenges to the successful implementation of a HRMIS is those associated acquisition with acquisition costs, and training related expenses.

b. Lack of buy-in from the implementing partners could derail the successful implementation of a HRMIS.

c. Change management fears, as some employees might resist change due to fears of losing their jobs or the need to go for re-training.

d. Lack of government support in other critical departments such as Ministry of Finance, as they might not priorities such a project due to budgetary constraints.

e. Staff turnover in government departments, as some key employees are attracted to the private sector as a result of lucrative conditions of service.

In line with the above statement, shortage of skilled manpower and a lack of skills on computer technology by some senior managers and other junior managers could lead to sabotage during the brain storming and implementation stages. It is also critical to note that, failure to appreciate the essence of the HRMIS by some partners could hinder the overall success of the implantation process.
5.3 RESEARCH PROPOSITION VALIDATION

The research was premised on the proposition that:

1. The absence of a sound human resources management information system in government departments has resulted in poor service delivery.
2. Conversely, the implementation of a sound human resources management information system will lead to improvement in service delivery in government departments.

The research study reviewed and analyzed the data collected, which centered on the proposition that sought to establish the impact of HRMIS on organizational performance in government agencies.

The results show that most of the Agencies were using manual systems in their HR functions, and though most of the respondents were positive about the benefits brought about by a HRMIS, it emerged that some were comfortable with the current manual system. Possibly this could be as a result of change management fears.

Furthermore, it can be established that there are numerous variables that influence the successes brought about by HRMIS, such as industry characteristics, the political, economic, social and economic environment, as discussed in the theoretical framework. Hence it is not given that a HRMIS automatically leads to improved performance, but it is an enabler if there is consensus and buy in of the concept by key stakeholders. However, the growing need and essence of HRMIS as a tool for enhancing organizational performance cannot be underscored, if the study findings are to take centre stage. As such the proposition that the absence of a sound human resources management information system in government departments has resulted in poor service delivery is accepted. Conversely the successful implementation of a HRMIS could enhance organizational performance in government departments basing on the study findings and previous scholarly articles that were reviewed.
5.4 RECOMMENDATIONS

The main recommendations are proposed against the background of the conclusions from the studies. The recommendations are categorized into managerial related issues and policy matters.

5.4.1 Managerial Related issues

. Top management drive and initiative are quite critical in the successful implementation of a HRMIS, and they should support shop floor employees and other technical partners. The success of any project of this size requires the support of top officials, as they are the ones who coordinate, facilitate and support each other in the project.

a. There is need for all categories of employees to have a common definition and appreciation of the importance and growing need of a HRMIS. Government and top management should be seen supporting and encouraging subordinates to keep abreast with the innovation drive through incentivizing the early adopters, and continued unconditional support to laggards.

b. Coordination amongst the various stakeholders and easy access to funding and management support increases the chances of success of the HRMIS initiatives. It is recommended that all the key stakeholders should work together to achieve the common goal of implementing HRMIS to improve service delivery.

5.4.2 Policy Related Issues

a) Government should prioritize the implementation of a Human Resources Management Information System, and provide adequate funds. It is critical that adequate funds are availed to bankroll the project.

b) It is recommended that the implementation of the whole project be commercialized, and where possible to engage consultancy and the private sector, as joint project partners.
c) There is need for all stakeholders to be involved in the implementation of the project as this has implications to implementers of the project, provider of resources and policy makers as this has implications on government policy as this might conflict with government national policy on employment as this entails reduction in government workforce.

d) To overcome resistance to change in system changeover of a project of this magnitude, it is important for the Public Service Commission to take on board change management theories by communicating the need for change and the need to achieve the desired outcomes.

STUDY LIMITATIONS AND AREAS OF FURTHER RESEARCH

This study was based on a single case study of a few selected agencies, but it could be worthwhile to carry out multiple case studies, that could involve other regional countries, as a way of discussing comparisons. Further studies could be done in related areas.

0. An assessment of key performance indicators that can be adopted by government departments in carrying out job evaluations and
1. An establishment of potential benefits that can be brought about by commercialization in government departments.
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APPENDIX 1: INTERVIEW GUIDE


Dear Respondent

My name is Kenneth Malindadi, a final year student at the Graduate School of Management, a post graduate centre at the University of Zimbabwe. I am studying towards a Master of Business Administration Degree. In partial fulfillment of the programme Aim required to carry out an academic research. I am conducting a study on an evaluation of the impact of human resources management information system (HRMIS) on the performance of government departments in Zimbabwe- a case study of the Public Service Commission (2004 -2014).
Section A: Demographic Information

Please **Tick** in the appropriate Box

1. Age?

<table>
<thead>
<tr>
<th>Age</th>
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<tbody>
<tr>
<td>Below 20 years</td>
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<tr>
<td>20-29 years</td>
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<tr>
<td>30-39 years</td>
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<tr>
<td>40-49 years</td>
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<tr>
<td>50-59 years</td>
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<tr>
<td>60 years and above</td>
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2. Gender?

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<thead>
<tr>
<th>Gender</th>
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<tbody>
<tr>
<td>Male</td>
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<tr>
<td>Female</td>
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</table>
3. What is your highest qualification?

<table>
<thead>
<tr>
<th>Qualification</th>
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</thead>
<tbody>
<tr>
<td>Ordinary Level</td>
</tr>
<tr>
<td>Advanced Level</td>
</tr>
<tr>
<td>Certificate</td>
</tr>
<tr>
<td>Diploma</td>
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<tr>
<td>Undergraduate</td>
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<tr>
<td>Masters</td>
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<tr>
<td>PhD</td>
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</table>

Any other specify…………………………………………………………

4. How long have you worked for the organization?

<table>
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<tr>
<th>Years</th>
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<tbody>
<tr>
<td>0-1 year</td>
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<tr>
<td>2-5 years</td>
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<tr>
<td>6-10 years</td>
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<tr>
<td>11-15 years</td>
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<tr>
<td>16 or more years</td>
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</table>
5. What is your current Management Level?

<table>
<thead>
<tr>
<th>Top Management</th>
<th>Middle Management</th>
<th>Junior Management</th>
<th>Any other specify</th>
</tr>
</thead>
</table>

Section B: Evaluation of the impact of human resources management information systems on the performance of government departments in the Public Service Commission.

1. In your own view how would you define Human Resources Management Information System (HRMIS)?
   ................................................................................................................................................

2. Is there a Human Resources Management Information System (HRMIS) currently in place in your Agency? YES or NO (please tick)

   a. If YES what are its strengths and weaknesses?
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   ................................................................................................................................................
   ................................................................................................................................................
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   If NO Please explain why not?
   ................................................................................................................................................
   ................................................................................................................................................
Section C: Establishment of benefits associated with the successful implementation of human resources management information system in the Public Service Commission.

3. What are the benefits that can be derived from successful implementation of human resources management information systems in your Agency in general and in the Public Service Commission in particular?

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Section D: Challenges associated with the implementation of human resources management system in the Public Service Commission.

4. Please rate the capacity of your department to adopt and implement HRMIS?

My dept has the capacity to implement HRMIS

<p>| | |</p>
<table>
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<tr>
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<tbody>
<tr>
<td>Strongly Agree</td>
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<tr>
<td>Agree</td>
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<tr>
<td>Neutral</td>
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<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
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</table>
Explain your rating?

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5. Political Factors

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>Agree</td>
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<tr>
<td>Neutral</td>
<td></td>
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<tr>
<td>Disagree</td>
<td></td>
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<tr>
<td>Strongly disagree</td>
<td></td>
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</table>

Please explain your response to the above?

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6. Economic Factors affect the successful implementation of a HRMIS in your Agency?

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>Agree</td>
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</tr>
<tr>
<td>Neutral</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

Please explain your response to the above?

7. Social Factors affect the successful implementation of Human Resources Management Information system in your Agency?

Please explain your response to the above?

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8. Technological Factors affect the successful implementation of Human Resources Management Information system in your Agency?

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<table>
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</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
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<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
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</tbody>
</table>

Please explain your response to the above?

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9. Legal Factors affect the successful implementation of Human Resources Management Information system in your Agency?

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
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</tbody>
</table>

Please explain your response to the above?

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10. Environmental Factors affect the successful implementation of Human Resources Management Information system in your Agency?

<table>
<thead>
<tr>
<th>Strongly Agree</th>
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</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Neutral</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

Please explain your response to the above?

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11. What challenges impact on the successful implementation of a sound HRMIS in your Agency?

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........................................................................................................................................
12. How can these challenges be overcome?

THE END (Thank you so much for your time and patience)
APPENDIX 2: IN DEPTH INTERVIEW GUIDE RESPONSES

Section A: Demographic Information

1. Interviews per category

Table 4.1: Interviews per category

<table>
<thead>
<tr>
<th>Position</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Respondents per category per Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>Junior Level Management</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Overall</td>
<td>15</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>
## 2 Ages of Respondent

**Table 4.2 Ages of Respondent**

<table>
<thead>
<tr>
<th>Targeted respondents per age category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>13.33%</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>20.00%</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>15</td>
<td>15</td>
<td>100%</td>
</tr>
</tbody>
</table>
2. Gender of Participants

Table 4.3: Gender of Participants

<table>
<thead>
<tr>
<th>Gender</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Females</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Males</td>
<td>11</td>
<td>11</td>
<td>73.33%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100%</td>
</tr>
</tbody>
</table>
2. Qualifications of Respondents

4.3.3 Qualifications of Respondents

Table 4.4: Highest qualification of Participants

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate, IT or HRM</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Diploma IT or HRM</td>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>First Degree holder IT or HRM</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Masters IT or HRM</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>PhD IT or HRM</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
7. Length of Service

4.3.4 Length of Service

Table 4.5: Years of Service

<table>
<thead>
<tr>
<th>Work experience</th>
<th>Targeted Number of respondents</th>
<th>Frequency of Interviewed respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 years</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>2-5 years</td>
<td>2</td>
<td>2</td>
<td>13.33%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>7</td>
<td>7</td>
<td>46.66%</td>
</tr>
<tr>
<td>16 or more</td>
<td>1</td>
<td>1</td>
<td>6.66%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
8. Job Position

4.3.5 Job Position

Table 4.6: Position Occupied

<table>
<thead>
<tr>
<th>Position</th>
<th>Targeted Number of respondents</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>6</td>
<td>6</td>
<td>40.00%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>5</td>
<td>5</td>
<td>33.33%</td>
</tr>
<tr>
<td>Junior Management</td>
<td>4</td>
<td>4</td>
<td>26.66%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>15</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

1. Section B In your own view how would you define Human Resources Management Information System (HRMIS)?

Respondent 1

“(HRMIS) is a computer system that is used to collect, store, analyze and validation of data relating to the human resources function”. The definition is much more holistic and encompasses of the most key HRMIS facets, and shows the respondent appreciates the concept.

The above respondent seems to have a rough appreciation of the concept of HRMIS, as his definition is not only shallow, but lacks a full description of HRMIS.
Respondent 2

“It involves a highly integrated information system that is used in Human resources department”. Similarly, Staudinger and Staudinger (2009) views human resources management information system (HRMIS) as a systematic procedure for collecting, storing, maintaining, retrieving and validating the data needed by an organization for its human resources, personnel activities and organizational unit characteristics.

Respondent 3

“I believe HRMIS simply entails the use of computer technology in HR functions such as recruitment, training and staff development amongst other functions”.

Respondent 4

“HRMIS is a highly integrated computer based system that is used in HR functions and is a critical decision making system”.

Respondent 5

“(HRMIS) is a systematic procedure for collecting, storing, maintaining, retrieving and validating the data needed by an organization for its human resources”. The definition is much more holistic and encompassive of the most key HRMIS facets, and shows the respondent appreciates the concept.

The above contribution by respondent (5) concurs with that of Hendrickson (2003) who defines human resources management information system (HRMIS) as a compact computer system that gathers, stores, validates and manipulates data relating to the human resources unit.
**Respondent 6**

“HRMIS involves the use of computers in the execution of HR functions such as recruitment and job evaluations”. The definition is rather shallow and less encompassive, and little might be drawn from this respondent, as the use of computers, might not necessarily imply the existence of a HRMIS.

**Respondent 7**

“HRMIS involves the extensive use of computers in aiding all HR related functions and it is a critical decision making tool in HR”. The respondent seems to have a better appreciation of the concept, as it is hinted that it involves the extensive use of computers to aid decision making.

**Respondent 8**

“HRMIS entails a system that enhances the speed at which HR operations are executed through the extensive use of computer based systems”. The response seems to show an appreciation of the concept, and it emphasizes on the issue of computer based systems that enhance the speed of executing HR functions, which is one aspect of the HRMIS, and as such the respondent is very much aware of the concept. The above definition is in line with that of Gupta (2009) who maintains that a human resource management information system (HRMIS) is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company.

**Respondent 9**

“HRMIS involves the use of computer based applications such as internet, intranet, extranet and enterprise resource planning (ERP) in the execution of HR functions”.

**Respondent 10**

“It is a highly integrated and effective human resources system which enables human resources practitioners to make sound decisions”.
Respondent 11

“HRMIS is a critical planning tool that makes work easier for human resources practitioners”

Respondent 12

“HRMIS is essentially an automated system that enables human resources personnel to execute their duties intelligently”.

Respondent 13

“HRMIS involves the extensive use of computer systems in the day to day operations of human resources personnel”.

Respondent 14

“HRMIS is a system that involves the use of computers in carrying out human resources duties such as recruitment and staff deployments”.

Respondent 15

“HRMIS involves the extensive use of computer technology in carrying out key human resources functions”.

2. Is there a Human Resources Management Information System currently in place in your Agency?

Respondent 1

“(HRMIS) is non existent in our Agency is the current operations are is too manual.”

Respondent 2

“(HRMIS) does not exist in our Agency as our operations do not require this system.”
Respondent 3

“I believe HRMIS simply entails the use of computer technology in HR functions such as recruitment, training and staff development amongst other functions and since the introduction of the system the uptake is very slow”.

Respondent 4

“HRMIS is non existent and we only hear it being talked in other Agencies.”

Respondent 5

“(HRMIS) is a new phenomenon in our Agency and it there does not exist and does not serve any purpose in our operation.”

Respondent 6

“HRMIS involves the use of computers in the execution of HR functions such as recruitment and job evaluations and therefore does not exist in our Agency.”

Respondent 7

“HRMIS involves the extensive use of computers in aiding all HR related functions and it is a critical decision making tool in HR and we use it to some extent”.

Respondent 8

“HRMIS entails a system that enhances the speed at which HR operations are executed through the extensive use of computer based systems and it aids our operations”.

Respondent 9

“HRMIS is non existent in our Agency we only hear it in the corridors.”
Respondent 10

“HRMIS only applies to the IT department which deals with computers.”

Respondent 11

“HRMIS is not essential in our day to day operations and therefore it is non existent.”

Respondent 12

“HRMIS is essentially an automated system that enables human resources personnel to execute their duties intelligently though useful in other departments it is non existent in our Agency”.

Respondent 13

“HRMIS is existent in other Agencies and we have no need of it in our Agency”.

Respondent 14

“HRMIS exists in Agencies where who work with computers on a daily basis.”

Respondent 15

“HRMIS involves the extensive use of computer technology in carrying out key human resources functions and therefore does not apply in our Agency”.
4.5 Benefits associated with the successful implementation of a human resources management information system in the Public Service Commission.

**Section C:** Establishment of benefits associated with the successful implementation of human resources management information system in the Public Service Commission.

3. **What are the benefits that can be derived from successful implementation of human resources management information systems in your Agency in general?**

**Respondent 1**

“HRMIS is a critical planning tool in HR functions as I believe if it can be adopted it leads to the identification of redundant personnel and this will lead to effective restructuring that will reduce the government wage bill as there will be no need to employ many HR personnel”.

**Respondent 2**

“The concept is actually new to me and I don’t think it is important to the organization, the organization should continue with the current system”. The response above indicates that there are some who feel or might not be knowledgeable enough about a HRMIS, in terms of
the benefits that accrue from such an endeavor. Furthermore it emerged that those who cited ignorance on the growing role of HRMIS are predominantly those that have stayed for long years in the organization and naturally they are used to the old way of doing things.

**Respondent 3**

“I see no problems with the current system and I am not familiar with HRMIS it is actually a concept I feel does not suite our operations”.

**Respondent 4**

“HRMIS is essential in managing Human resources operations, as it enhances decision making and reduces nepotistic appointments as job evaluations and recruitments will be done by the system and this might lead to improved organizational performance as there is no room for human manipulation”.

The above was alluded to by Kovach, Hughes, Fagan, and Magritte (2002) who noted that the improved decision making process can culminate in employee motivation and satisfaction which are also difficult to measure.

**Respondent 5**

“I cannot mention that HRMIS leads to organizational performance, but it depends on how it is applied and the appreciation of the concept by everyone within the organization”. The worth response above was also noted by Mayfield and Lance (2003) who concluded that it is difficult to attribute human resources management information system (HRMIS) gains such as reduction in costs, increase in turnover and efficiency to the human resource department.

**Respondent 6**

“HRMIS reduces manual operations in key HR functions and could possibly lead to operational efficiency in the execution of staff restructuring, employment, training and recruitment, so I think it can improve operations.”
Respondent 7

“HRMIS is a critical planning tool in HR functions as I believe if it can be adopted it leads to the identification of redundant personnel and this will lead to effective restructuring that will reduce the government wage bill as there will be no need to employ many HR personnel”.

Respondent 8

“The concept is actually new to me and I don’t think it is important to the organization, the organization should continue with the current system”. The respondent seems not to be knowledgeable about the whole concept of HRMIS, and his participation in the study may not validate the research outcomes.

Respondent 9

“HRMIS is essential in managing Human resources operations, as it enhances decision making and reduces nepotistic appointments as job evaluations and recruitments will be done by the system and this might lead to improved organizational performance as there is no room for human manipulation”.

Respondent 10

“There is actually little benefit that we can derive from the new system, since most of us are used to the current manual system”.

Respondent 11

“Obviously a HRMIS will enhance the operational efficiency of the PSC as it enables effective data storing and retrieving”.
Respondent 12

“HRMIS is not all that important, since it is only a computer based system, which requires human input”

Respondent 13

“HRMIS is a computerized system that increases the efficiency in all key human resources functions and as such it is quite an important system to adopt”.

Respondent 14

“HRMIS is essential in the day to day execution of duties by HR personnel as it increases the processing and retrieving of important information”.

Respondent 15

“HRMIS is a critical system that can enhance the decision making capacity of HR practitioners”.

Section D: Problems associated with the implementation of human resources management system in the Public Service Commission.

4. What are some of the challenges that might affect the successful implementation of a sound HRMIS your Agency?

Respondent 1

“The current system is doing well, and a new system is an unnecessary expense to the government as it leads to a lot of training expenses and the need for a changeover process”. Most probably the respondent fears change, and has reservations for a new system, and most probably the respondent is less knowledgeable in terms of his education and the benefits that accrue from a new system.
Respondent 2

“Lack of buy in of the whole concept from the various stakeholders notably the government and some employees who fear for change and the need to go under re-training could harbor the implementation”. This could be coming mainly from those employees who have stayed for long years with the government, and they might not be prepared to engage into a new dispensation.

Özçelik and Ferman (2006) noted that human resources management information system (HRMIS) may create resistance from employees due to emotional resistance to change or use of technology due to learning difficulties, and fear of measures taken to ensure the security of information.

Respondent 3

“Lack of financial resources, and fear to loose jobs, even by some top management could derail the implantation processes”. Quite obviously an HRMIS is associated with a huge capital outlay, which at the present moment the government is facing financial challenges, and their ability to fund such a project is questionable. Ngai and Wat (2006) concluded that the cost of adopting, operating and maintaining the human resources management information system (HRMIS) is relatively high for small organizations compared to their counterparts.

Respondent 4

“Shortage of skilled manpower and a lack of skills on computer technology by some senior mangers and other junior mangers could lead to sabotage during the brain storming and implantation stages”.

123
Respondent 5

“Failure to appreciate the essence of the HRMIS by some stakeholders could hinder the overall success of the implantation process”.

Respondent 6

“The associated acquisition costs of the new system and the associated training costs could prove to dent the successful implantation of the HRMIS”. The issue of costs as a barrier was also observed by Ngai and Wat (2006) who found costs to be the main barrier to the implementation of human resources management information system (HRMIS).

Respondent 7

“A lack of prioritization of the human resources function could result in less budgetary allocations to such an initiative”.

Respondent 8

“Incompetence on the side of the implementing partners such as the government and related agencies could jeopardize the key successes associated with HRMIS”. A project of this magnitude requires extensive human capital, and commitment on the users of the system, and its success solely relies on the collaboration of every partner.

Respondent 9

“Sabotage from some employees and lack of support from the government in terms of availability of funding, and other critical related training expenses to be incurred during the exercise”. In most government departments some appointments are on nepotistic grounds and their integrity and capacity is questionable, and such personnel might easily sabotage the exercise.
Respondent 10

“Shortages of funding from the ministry of finance could hinder the successful implementation of the proposed HRMIS”.

Respondent 11

Lack of support and cooperation from some implementing partners could jeopardize the implementation of the HRMIS.

Respondent 12

“Staff resistance and lack of support by some influential employees could derail the successful implementation of the new system”.

Respondent 13

“Lack of prioritization of the project by some government ministries could hinder the implementation of the HRMIS”.

Respondent 14

“Lack of cooperation by and sabotage by some employees could endanger the implementation process”.

Respondent 15

“A project of this magnitude requires serious commitment from everyone involved, and as such a lack of it could hinder all the efforts in ensuring it is a success”.
12. How can the Public Service Commission overcome the challenges to initiate the human resources management information system?

Respondent 1

“There is need for great prioritization of the whole project that is the implementation of a Human Resources Management Information System, especially by the government in terms of provision of adequate funds”. Funding is an essential tool for a project of this magnitude; hence it is quite critical that adequate funds are availed to bankroll the project.

Respondent 2

“Top management drive and initiative are quite critical in the successful implementation of a HRMIS, and they should walk the talk through also supporting shop floor employees and other technical partners”. The success of any project of this size surely requires the support of top officials, as they are the ones who coordinate, facilitate and support each other partner in the project.

The growing role of management support was alluded to by Kovach and Cathcart (1999) who established that a lack of it would undermine human resources knowledge of system designers which has negative effects on the implementation of a human resources management information system (HRMIS).

Respondent 3

“Collaboration with other departments and technical personnel is critical to the successful implementation of a HRMIS, as it is a joint effort”.
Respondent 4

“There is also need for all categories of employees to have a common definition and appreciation of the importance and growing need of a HRMIS, as this will lead to a common goal and aim”.

Respondent 5

“There is need to commercialize the implantation of the whole project, and where possible there is need to engage consultancy and the private sector, as joint project partners”

Respondent 6

“A project of this magnitude requires an efficient utilization of resources, both material and time, as this will reduce unnecessary time lags and wastage of resources”.

Respondent 7

“Enhanced surveillance and an appreciation of the essence of ICT and its prioritization, particularly in HRM associated activities are quite critical to the overall implementation of a HRMIS”.

Respondent 8

“There is need to have the whole project capital available, as there should not be bottlenecks and stoppages in the program as people might lose focus”. The essence of adequate funding was coined by Martinsons (1994) as cited by Ngai and Wat (2006) and Ball (2001) who observed that small organisations have lesser chances of implementing human resources management information system (HRMIS) due to lack of funds.
Respondent 9

“Coordination amongst the various stakeholders and easy access to funding and management support increases the chances of success of the HRMIS initiative”. The above finding was also categorically supported by the Institute of Management and Administration (2002) which posits that, lack of staff expertise, inadequate budget support, problems with time management would undermine the successful implementation of a Human Resources Management Information System.

Respondent 10

“It is critical for the PSC to invest in human capital, especially in areas to do with computer technology as a way to ensure everyone is accustomed to the proposed system”.

Respondent 11

“There is need to fully finance the three agencies that deal with employees, as it is critical to the successful implementation of the new system”.

Respondent 12

“Stakeholder involvement and engagement is at the heart of the successful implementation of the proposed system”.

Respondent 13

“Management should walk the talk, and they are the ones who should initiate and support subordinates and other implementing partners”.

Respondent 14

“There is need to educate everyone within the government on the importance of the new system, as a way to overcome resistance”.

Respondent 15

“Change management models should be taken on board as a way to reduce the challenges associated with staff resistance”.
APPENDIX 3: SUMMARY OF RESPONSES

Table 4.7 Summary of research findings

<table>
<thead>
<tr>
<th>QUESTION NO</th>
<th>RESPONSES</th>
<th>ANALYSIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section A</td>
<td></td>
<td></td>
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<tr>
<td>1</td>
<td>The response reveal that 11.11% of respondents are between the 20-29 years age category, 44.44% 30-39 years, 33.33% 40-49 years and 11.11% between 50-59 years.</td>
<td>The junior management positions dominate the managerial positions and are not directly custodians of the organization. Their views are very independent and objective, since they are the subjects and not the principals.</td>
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<tr>
<td>2</td>
<td>The figure above shows that 33.33% of the respondents were females whilst 66.66% were males</td>
<td>This gives an indication that obviously there are more males than females in strategic positions and influence the decision making process.</td>
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<tr>
<td>3</td>
<td>44.44% of the respondents had diplomas, 22.22%, undergraduate qualification and 33.33% Masters holders.</td>
<td>Most of the respondents in the study were quite knowledgeable in the area under review and this gives credibility to the research results.</td>
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<tr>
<td>4</td>
<td>11.11% of the respondents had served the organization for a period between 2-5 years, with 33.33% having served the organization for 6-10 years, 44.44% have served for 11-15 years and the other 11.11 between 16 years or more.</td>
<td>The variations in years served increases objectivity and this eliminates bias associated with the period of serving the organization.</td>
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<tr>
<td>Section B</td>
<td></td>
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<tr>
<td>1</td>
<td>Respondents 1, 2, 4, 5, 9, 10, 12 and 15 gave a well detailed definition of a HRMIS and were deemed to be knowledgeable about the phenomenon under review and their appreciation of the concept. On the contrary respondents</td>
<td>Most respondents were knowledgeable about the HRMIS. On the contrary respondent 1, 3 and 6 presented shallow definitions of HRMIS and lack of appreciation of the unique benefits associated with such</td>
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<tr>
<td>Section C</td>
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<tr>
<td>Question 3</td>
<td>Respondents 1, 6, 7, 9, 11, 13, 14 and 15 were positive about the benefits brought about by a HRMIS. They mainly hinted that HRMIS is a critical planning tool in HR functions and it emerged that it enhances decision making and reduces nepotistic</td>
<td>It can be noted that though most of the respondents fully appreciate the essence of HRMIS as a tool that aids decision making in HR issues, it emerged that some of the respondents are comfortable with the current manual system. This could be</td>
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</table>
appointments as job evaluations and recruitments will be done by the system. On the contrary few respondents were agreeable to the continued use of the manual system.

However respondents 2, 4, 5, 8, 10 and 12 noted that a HRMIS does not essentially lead to operational efficiency and the current manual system was doing well for the organization.  

also due to resistance to change, and fear of work system changes.

<table>
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<tr>
<th>Section D</th>
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<tbody>
<tr>
<td>5 Responses on the impact of political factors on the successful implementation of a HRMIS indicate that 65% of the respondents are of the view that political factors influence HRMIS; however this was opposed by 20% of the respondents and 15%</td>
</tr>
</tbody>
</table>

The impact of political factors depends on the extent to which governments interfere with the day to day running of key parastatals, and as such in most developing economies such as Zimbabwe political factors have a huge bearing on the level of uptake of operational
neutral. systems in most government organs. For example issuance of such tenders and the funding process is hugely affected by the politics of the day. Some key figures might influence the tender procedures at the expense of competency, and this will affect the implementation process.

Those that disagreed mainly highlighted issues to do with sovereignty and prioritisation of key issues such as improving welfare of workers, other than to concentrate much on coming up with new systems. Government interests also influence the prioritization of such exercises, as such when the government feels the exercise is not a key result area funding and support may not be availed thereby jeopardizing the successful
| 7 | As evidenced from the survey results, 45% of the respondents hinted that social factors have a huge bearing on the success. Whilst 40% of the respondents thought otherwise. 15% were undecided. | The prevailing social stratas, income levels and education levels surely have a huge effect on the level of uptake of a HRMIS, and as such it imaged that most of the respondents noted that the low income levels currently being awarded to civil servants will discourage them to participate in a culture of change which seeks to introduce a new system. The societal make up has a huge bearing on the uptake of new technologies, since old habits are not easy to die. |
| 8 | Research findings on the impact of technological factors on the implementation of a HRMIS denote that, 65% of the respondents are of the notion that technological factors | Since the HRMIS is part of a technological drive, this could explain the reason why most of the respondents hinted that it has a huge bearing on the successful implementation of a HRMIS. |
|   | hugely affect the successful implementation of a HRMIS. This View was opposed by 25% of the respondents. 10% were neutral | Possibly those who established that it is not necessary (25%) are possibly those that fear change and are unwilling to adhere to a new system. Technology has a huge bearing on HRMIS in that it shapes the type of system to be implemented, the associated security features and benefits, and as such it is a key factor when it comes to HRMIS. |
|---|---|
| 9 | On the issue of legal factors 40% of the respondents concurred to the fact that they have a huge impact on the implementation of a HRMIS, whilst 45% thought otherwise. 15% | From the respondents most of them initiated that the legislative process in the country is too bureaucratic and the procedures required before a decision can be reached at is too cumbersome, and as such this could jeopardize the easy implementation of a HRMIS in government agencies. |
Numerous power sources and a lack of transparency, and an ever-changing legal system were also mentioned as chief amongst the factors that could affect the successful implementation of a HRMIS in agencies.

|   | Predominantly respondent 2 to respondent 15 highlighted numerous challenges such as lack of buy in, lack of funding and staff resistance, with the exception of respondent 1 who did not see any challenges to the successful implementation of a HRMIS. Chief amongst the challenges that affect the successful implementation mainly involve the associated costs of acquiring the system, lack of prioritization of such projects by the government | Respondent 1, 2, 3 and 6 established that chief amongst the challenges to the implementation of a HRMIS in the agencies were financial resources and the associated cost of acquisition of the new system and maintenance costs. The three respondents touched much on the external factors to the implementation process. As it stands the government is finding it difficult to meet current expenditures in the form of civil servants salaries, and it |
and lack of buy in from the implementing partners notably, employees, government and the private sector amongst others. implies that acquisition of a new system is secondary to government priorities. Furthermore, these factors are likely to hold, bearing in mind that in the 2015 budget which was set up at around US$4.2 billion, around 3.2 billion is being channeled towards salaries thereby leaving around 1 billion having to take care of all government projects. Hence the implementation process is likely to be derailed by the budget shortcomings. Whilst respondent 4, 5, 8 and 10 emphasized on internal variables that are inherent to the organization, such as incompetence on the side of the implementing partners, and a lack of skilled manpower.

| 12 | On ways to overcome challenges with regards to implementation of HRMIS it | From the survey findings it emerged that respondent 1,2 and 9 looked at ways of |
emerged that there were two broad categories of responses that is one category looked at the financing side of the project, as others looked at the human capital aspect. Respondent 1, 5, 6, 8, 11 emphasized on the need to have funding for the project readily available, as being critical to project success. Whilst respondent 2, 3, 4, 7, 9, 10, 11, 12, 14, 13 and 15 contributed on human capital issues such as stakeholder involvement and coordination amongst the implementing partners. There is need for management support, prioritization of the project by the government and buy in of the whole concept by everyone involved, such as employees, government and the public.

overcoming the challenges associated with HRMIS from a human resources perspectives, as they hinted on critical human management issues such as increased need for coordination amongst the various stakeholders and easy access to funding and management support. Respondent 2 also highlighted that top management drive and initiative are quite critical in the successful implementation of a HRMIS, as they should walk the talk through also supporting shop floor employees and other technical partners. A changeover of such a system is also likely to face resistance, and as such it is critical for government to appreciate change management initiatives as put forward by Lewin (1951) in

APPENDIX 4: SUMMARY OF GAPS IN LITERATURE

<table>
<thead>
<tr>
<th>Author</th>
<th>Contribution</th>
<th>Gap</th>
<th>Contribution to close current Gap</th>
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<tbody>
<tr>
<td>Staudinger and Staudinger (2009)</td>
<td>The authors opined that (HRMIS) is a systematic way of collection of data that are relevant in an organization for its human functions.</td>
<td>However, the modern approach to implementation of systems is being guided by a systemic approach, which calls for a diverse and trans-disciplinary approach.</td>
<td>As such in my study I will adopt a systemic approach, which calls for the cross interaction of elements towards the attainment of a particular objective. As such the implementation framework for the HRMIS will adopt a trans-disciplinary and diverse implementation process.</td>
</tr>
</tbody>
</table>
approach, whereby the implementation of a system should not be routine, and structured as posited by the definition of Staudinger and Staudinger (2009) which calls for a systematic approach.

| Keim and Weitzel (2009) | Human resources management information system (HRMIS) aid in decision making. | The definition lacks depth in that the word decision making is just too broad, and as such they should have touched on the actual key result areas or As such the contribution should have touched on how HRMIS could enhance the operations of key Human Resources functions, such as recruitment, training, grievance handling, and staff development amongst other functions. |
functions that actually benefit from HRMIS, especially in particular HRM functions such as recruitment, training amongst others. Hence more detail should have been provided.

| Babette, Bensoussan, Craig and Fleisher (2008) | The authors in question highlight that there are various factors that affect the operations of organizations which affect implementation of human resources management information | The authors contribution mainly emphasized on macro-level factors, discussed under PESTLE, but it is also important to note that other micro-level factors such as | Consequently in this study I will try to also consider both macro-level factors, and micro-level factors, as they equally have a bearing on the successful implementation of HRMIS. |
system (HRMIS) which include political, economic, socio-economic, technological, legal and environmental (PESTLE) factors.  

Fedric (2007) as collaborated by Troshani, Jerram and Hill (2011) There are three sets of factors affecting the implementation of human resources management information system (HRMIS) which are organizational, technological and  

Fredic’s definition is myopic in that the three factors he highlighted are not the only ones that affect the successful implementation of a HRMIS. For instance he left out economic  

HRMIS involve a huge commitment of financial resources, and as such if the country’s economic wellbeing is ailing they are likely not to implement a HRMIS. Hence economic factors amongst an array of other factors should also be considered in the successful implementation of HRMIS.
environmental factors, which from the look of things is a key determinant of whether the economy can adopt a sound HRMIS.

| Kovach and Cathcart (1999) | The two authors coin that many experts forecast that human resources management information system (HRMIS) will become the central tool for all human resources (HR) professionals. Kovach’s contribution needs to be qualified, especially the fact that HRMIS will become the central tool for HR professionals. It should be noted that the HRMIS is just a tool that aids HR professionals, Due care will be given to balance and rationalize the importance of HRMIS, by also alluding to some of the challenges associated with them. |
it needs not to be over-relied on since it is subject to technical error and redundancy in the wake of an ever-growing dynamic and ever-changing business conditions. HRMIS cannot replace the importance of a human being.

| Ball (2001) | Information technology (IT) is a tool used in human resources management information system (HRMIS) | However the issue that HRMIS reduces operational costs need to be qualified, and rationally critiqued, due to The growing essence of HRMIS need not to be over-emphasized, and as such a balanced perspective needs to be adopted, since it is not always the fact that HRMIS would lead to improved services, as this is situational and influenced by numerous factors, such as organizational culture. For example in most government departments in Zimbabwe, the work ethic... |
| Ashbaugh and Miranda (2002) | Advances in information technology (IT) hold the promise of meeting many of the challenges of human issues to do with employee motivation and staff retention may not be wholly attributed to HRMIS, since these are social challenges. | to the fact that most systems are associated with high costs, especially the costs associated with the acquisition of the system, training and development of manpower, associated maintenance costs, amongst other costs. | is quite pathetic, and systems redundancies could jeopardize even the uptake of a HRMIS. |
resources management information system (HRMIS). This includes attracting, retaining, and motivating employees, meeting the demands for a more strategic human resource function, and managing the human element of technological change in the future.

| Yesufu (2006) | The author propagates that; no activities can | The author has over-emphasized the essence of | A balanced perspective and holistic view on HRMIS needs to be scrutinized. The study needs to have a bird’s eye view in critiquing the pros and cons of HRMIS, |
be done without implementation of human resources management information system (HRMIS) in the public sector.

HRMIS by highlighting that no activities can be done without a HRMIS, yes it improves the productivity and coordination procedures of Human Resources functions, but we still have some developing countries that are running on manual systems, though they are associated with some inefficiencies.

other than to over-emphasize its benefits to organizations.
Lewin (1951) and collaborated by Hughes (1991), Beckard and Harris (1977), Ackerman (1997) and supported by Lippirt, Watson and Westley (1958). The authors highlight the need to unfreezing the present state of affairs to changing new ways of behavior patterns and reinforcing new behavior. The authors of change are criticized for discounting the need for employee contribution and adaptation as this retards innovation by being prescriptive.

In my study this will encompass other variables that will have an impact on the successful implementation of HRMIS in public sector enterprises.