

**EFFECTS OF ORGANIZATION LEADERSHIP ON ADOPTION OF INTEGRATED HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM FOR SERVICE DELIVERY IN THE CIVIL SERVICE: A CASE STUDY OF CIVIL SERVICE IN NAIROBI**

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**ABSTRACT**

Adoption of integrated human resource information system has become an increasingly important tool in helping modern organizations effectively manage their human resource and promoting a client-oriented Civil Service which was accountable in the service delivery. Yet, factors hindering adoption of integrated human resource management information system remained an under-researched phenomenon. Therefore the purpose of this study was to investigate effects of organization leadership on adoption of system. The specific objective for the study is to establish the extent to which organization leadership hinders adoption of integrated human resource management information system for service delivery in the Civil Service in Kenya. The study targeted both top and middle level managers from the Ministry of Medical Services, Ministry of Information and Communication, Ministry of State for Immigration and Registration of Persons, and the Department of e-Government working in Nairobi. There was review of relevant literature to inform the discussions, conclusion and recommendations for the study. The study adopted descriptive research and the researcher used purposive sampling technique to identify three Government Ministries and one Department for the study. The researcher also used questionnaires and interview schedules to collect both quantitative and qualitative data respectively. Stratified sampling was adopted to identify category of civil servants for each Ministry and Department for the study. Random sampling technique was used to identify individual staff for interview. The collected data was analyzed by

use of statistical tools for data analysis known as SPSS. A report was compiled by drawing conclusions and suggesting major recommendations based on the study findings.

**Key Words:** *integrated human resource management information system, HRMIS, service delivery, civil service, Nairobi*

## Introduction

### Integrated Human Resource Management Information System

Integrated human resource management information system (IHRMIS) is a computer based application for assembling and processing data related to the human resource management (HRM) functions. As in other types of information systems, an integrated human resource management information system consists of a database, which contains one or more files in which the data relevant to the system are maintained, and a database management system, which provides the means by which users of the system access and utilize these data. The IHRMIS thus contains tools that allow users to input new data and edit existing data; in addition, such programs provide users with the opportunity to select from an array of predefined reports that may either be printed or displayed on a monitor. Reports may address any of a number of different HRM functions such as succession planning, compensation planning, performance appraisal results, aspects of career development etc. (Lawler, 2011).

According to Pakhare, integrated human resource management information system refers to the link between management and information technology. The system provides a single, accurate view of all activities including recruitment, performance management, training and development and compensation among other human resource functions. This system reduces the workload of the department as well as increasing the efficiency of the department by standardizing the service delivery process. The system plays an important role in the smooth running of the company by tracking and analyzing the time keeping and work patterns of the workforce (Pakhare, 2011).

### Reasons for Adopting Integrated Human Resource Management Information System

Integrated human resource management information system adoption shapes integration between human resource management (HRM) processes and information technology. It supports planning, general administration, decision-making, and control functions of an organization. The system also supports applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections, performance and productivity evaluation. The information system increases administrative efficiency, produces reports capable of improving decision-making and enhances accountability in service delivery (Gerardine, 2006). As is the case with any complex organizational information system, an IHRMIS is not limited to the computer hardware and software applications that comprise the technical part of the system,

however, it also includes the people, policies, procedures, and data required to manage the HR functions (Hendrickson, 2005).

Pirakatheeswari observed that the management of human resource has in the recent past assumed strategic importance toward the achievement of organizational growth and excellence. He further noted that as globalization advances and people are moving into the information age, organizations are expected to adopt the changing technology to be able to effectively and efficiently manage the ever increasing expectations and demands of their employees and above all, the public as the external stakeholder. All the government needed is to adopt or put in place systems that would be able to hold its employees accountable for their undertakings. This is important for two reasons; first, to allow managers to delegate tasks to team members and expect that they will deliver on their expectations; second, to avoid the manager's curse known as "micromanagement," which every employee dread. He further observed that a well-designed human resource management information system alone can provide the information and analysis within the shortest possible time and that is why many organizations are currently using the computerized IHRMIS in managing their human resource management (Pirakatheeswari, 2009).

#### **Adoption of Integrated Human Resource Management Information System outside Kenya**

Civil Service Reforms (CSR) in the Government of Jamaica consist of two main processes namely; rationalization of government structures (otherwise known as administrative reform) which involves creating strategic mechanisms and processes for policy making, policy coordination, resource mobilization and service delivery; and human resource management, which concerns with personnel issues, including appointment and promotional procedures within the Civil Service, training and career development for civil servants, compensation and performance management within the Civil Service. However, within the context of Jamaica, both processes of Civil Service reforms are being implemented through the administrative reform program with the assistance of integrated human resources management information system to enhance accountability in service delivery (Rahman, 2005).

Ellen observed that it was due to mediocre performance of the Civil Service in recent times in Liberia that has made its people lose confidence in the Government. She further asserted that given the above experiences, the new Civil Service that the Government of Liberia seeks to create would be transparent and accountable to the people. The de-politicization and professionalism of the service as envisioned in this strategy is a laudable entry point to the evolution of a new culture of "work and forward-looking service which would adopt the use of integrated human resources management information system in undertaking its service delivery (Toga, 2006).

## **Adoption of Integrated Human Resource Management Information System in Kenya**

In 2001 the Public Service Commission of Kenya (PSCK) was linked to World Wide Web through the Treasury with an aim of enhancing communication across ministries and departments. The first batch of ten computers and two printers were purchased that year, the Local Area Network (LAN) was limited to administrative offices mainly the Chairman's and Secretary's office. In the year 2004, through the Public Service Reforms Program (PSRP) the Commission became one of the pilot departments for rolling out the Integrated Payroll Personnel Database (IPPD) to deal with compliment control, establishment and personnel emoluments. This was followed by the introduction of the Integrated Financial Management Information System (IFMIS) to assist in financial management (Wachira, 2010).

In 2007, the Public Service Commission of Kenya launched the recruitment and selection database system which allowed online job application for any of the jobs advertised from Ministries/Departments. The recruitment and selection system was developed by information and communication technology (ICT) officers drawn from the Public Service Commission of Kenya and from various other Ministries/Departments in the civil service. The development of the system entailed; mapping the process to identify duplicating activities and redundancies, benchmarking against best practices with countries and organizations that successfully automated similar process such as Singapore, Malaysia and India Designing, developing and implementing the system among other stages of the system development. Some of the expected benefits of the system included enhanced efficiency, effectiveness transparency and accountability in service delivery in the civil service (Wachira et.al, 2010).

In his study on the adoption and use of integrated human resources management information system in Kenya, Mwebi observed that banks and other organizations have strived to attain competitive advantage through adoption and usage of appropriate integrated human resource management information system to enhance the level of accountability in service delivery (Mwebi, 2005).

### **Statement of the Problem**

Adoption of integrated human resources management information System has become an increasingly important tool in helping modern organizations effectively manage their human resource and promoting a client-oriented Civil Service which is accountable in service delivery. Many organizations have gone beyond the traditional functions and developed integrated human resource management information systems, which support recruitment, selection; hiring, job placement, performance appraisals, employee benefit analysis, health, safety and security. However, to date, the various factors that hinder adoption of integrated human resource management information system for service delivery in the Civil Service have remained elusive and under-researched phenomenon (Cate, 2011).

In Sri Lanka, the Government Ministries are hindered from adopting integrated human resource management information system for service delivery by the impediments that arise as a result of many barriers within the Civil Service, most of which include the internal barriers such as the civil service culture, the government policies and inadequacy of resources. There has also been the influence of external factors such as societal culture, organization leadership and the larger technological growth among others (Mahesha & Robyn, 2006).

However, a report by the Government of Kenya on adoption of integrated human resource management information system for service delivery in the Civil Service indicated that the practice has been an elusive phenomenon. The report further observed that for the Government to meet the needs and aspirations of its citizens, it should promote a client-oriented Civil Service that is both ethical and accountable through adoption of integrated human resource management information system. Even though numerous methodologies have been proposed, Kenyan organizations still failed to effectively deal with information systems adoption and implementation and related challenges (GoK, 2006).

Hackney and Little observed that information systems adoption and implementation in many organizations are significantly hindered by organization leadership, policies, political and power behavioral situations among other factors within organizations (Hackney & Little, 2006). This study intends therefore to establish how organization leadership hinders adoption of integrated human resource management information system for service delivery in the Civil Service in Kenya.

### **General Objective**

Various factors hinder adoption of integrated human resource management information system for service delivery in Civil Service. This study intends therefore to establish how organization leadership hinders adoption of integrated human resource management information system for service delivery in the civil service in Kenya.

### **Specific Objectives**

1. To establish the extent to which organization leadership hinders adoption of integrated human resource management information system for service delivery in Civil Service in Kenya.
2. To establish the extent to which government policies hinder adoption of integrated human resource management information system for service delivery in Civil Service in Kenya.
3. To determine the extent to which technology hinders adoption of integrated human resource management information system for service delivery in Civil Service in Kenya.

## Literature Review

### Theoretical Review

Theory is a set of statements or principles devised to explain a group of facts or phenomena, especially one that has been repeatedly tested or widely accepted and can be used to make predictions about natural phenomena. Theory is also a belief or principle that guides action or assists comprehension or judgment (Farlex, 2009). Houghton defined theory as a set of statements or principles devised to explain a group of facts or phenomena. Most theories that are accepted by scientists have been repeatedly tested by experiments and can be used to make predictions about natural phenomena (Houghton, 2005).

### Leadership Innovation Theory

Horth and Buchner observed that when faced with confusion or a problem, our instinct is to repair it with order. We examine and analyze the situation, looking for logic, until we can say, “Aha, I know this. Now I know what to do.” Unfortunately, the rapid analysis and rational decision-making that most managers use to run their organizations has serious limitations. As problems and circumstances become more complex, they don’t fit previous patterns. We do not recognize the situation. We can’t rapidly or automatically know what to do. What worked before doesn’t work today. To make effective sense of unfamiliar situations and complex challenges, we must have a grasp of the whole of the situation, including its variables, unknowns and mysterious forces. This requires skills beyond everyday analysis. It requires innovative leadership for effective change management to take place (Horth & Buchner, 2009).

They further observed that innovative approach to leadership means to bring new thinking and different actions on how you lead, manage and go about your work. How can you think differently about your role and the challenges you and your organization face? What can you do to break open entrenched, intractable problems? How can you be agile and quick in the absence of information or predictability? Leadership for innovation encourages leaders to learn how to create an organizational climate where others apply innovative thinking to solve problems and develop new products and services. It is about growing a culture of innovation, not just hiring a few creative outliers. How can you help others to think differently and work in new ways to face challenges? What can be done to innovate when all resources are stressed and constrained? How you can stay alive and stay ahead of the competition by adopting such systems as integrated human resource management information system in the organization’s operations (Horth et.al, 2009).

### Leadership Knowledge Theory

Marcia and Sheila observed that personal transformation was the first step and that it was transformation of the individual mind. This transformation is discontinuous. It comes from understanding the system as profound knowledge of individuals. The individual transformed

would perceive new meaning to his life, to events, to numbers, to interactions between people and the existing environments for example, the organization's information systems. Once the individual understands the system of profound knowledge, he would apply its principles in every kind of leadership and relationship with other people and his environment. Marcia et.al further observed that the Greek word "metanoia" captures the meaning of transformation well. It literally means "beyond the mind." It is an idea of stretching or pushing beyond the boundaries with which we normally think and feel and thus to freely accept change. It means a profound change in mind, a radical revision, a transformation of our whole mental process, a paradigm shift. As one company leader commented, transformation is two words, a "mind transplant" (Marcia & Sheila, 2005).

### Leadership Flexibility Theory

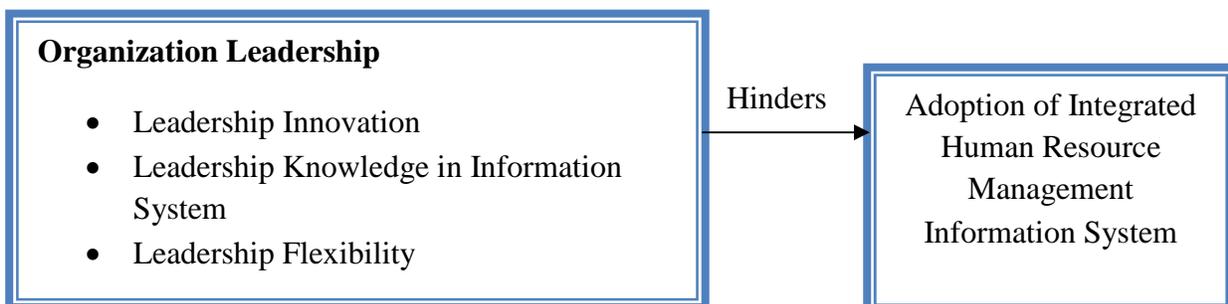
Flexible leadership theory uses ideas from several different literatures, including leadership, human resource management, strategic management, organization theory, and organizational change. It is a theory of strategic leadership that emphasizes the need to influence key determinants of financial performance for a company: efficiency, innovative adaptation, and human capital. One form of influence is the use of task, relations, and change-oriented leadership behaviors (Yukl & Lepsinger, 2008). According to Gary, research on leadership and management during the past several decades provided strong evidence that flexible, adaptive leadership is essential for most managers. The evidence comes from several different types of research and many different leadership flexibility theories. Flexible, adaptive leadership was especially important when there was substantial change in situation and the leadership behaviors that were relevant for it. Differences in the situation occurred within the same position, when a person was transitioning to a different leadership position, or when major changes were made in the current position for example reorganization, merger and or adoption of integrated system (Gary, 2008).

### Conceptual Framework

The conceptual framework of the study is the system of concepts, assumptions, expectations, beliefs, and theories that support and informs the study (Robson, 2006).

*Independent Variable*

*Dependent Variable*



## **Empirical Literature**

### **Organization Leadership and Adoption of Integrated Human Resource Management Information System**

A study by Amor on organization leadership and integrated systems indicated that forces at various levels influenced changes in human resource strategies and directions which intern hinder adoption of integrated human resource management information system. Those with the most direct effect included changes in the nature of the organization mission, work and overall policy direction. Other forces were internal to the organization itself which included; culture, work organization and organization leadership/management style, while still others originated outside the organization and were related to the global economy and other changes in society. Further impetus for change stemmed from the evolution of thinking about the management of human resources (the conceptual base) and of the practical tools available to human resources practitioners such as the information technology (Amor, 2005). A study by Ortiz and Kuyama on implementation of result based management (RBM) indicated that the organization leadership has identified the process of planning, programming, budgeting, monitoring and evaluation; human resources management; and management information systems as the main pillars for the development of a solid system (Ortiz & Kuyama, 2007).

A study by Brill, Bishop and Walker on the competencies and characteristics required of an effective project manager noted that the number one skill of an effective project manager was problem-solving expertise, followed by leadership ability. The research also indicated that the soft skills of managing people such as problem solving, team work, communication, negotiation and conflict resolution, were equally and if not, were more important than the technical and administrative skills organizations generally look for in a leader. The research further reiterated the idea that a project was more about people than technology. Regardless of whether one was performing routine functions or dramatic organizational changes, such as mass transfers, he worked with a single, consistent, globally accessible record for each employee. They further noted that consolidating data in this way allowed for improved analysis, better hiring and deployment decisions, and earlier detection of cost-saving opportunities which were characteristics of effective leader (Brill, Bishop & Walker, 2006).

## **Critique of Existing Literature**

From the existing literature, it was evident th at the studies done on the subject factors hindering adoption of integrated human resource management information system particularly in 2005, the focus was on the nature of the organization's mission, the nature of work and the policy direction as the factors hindering the adoption of the system. In the same period of 2005, stakeholder's involvement in the planning and implementation was evident factor hindering adoption of integrated human resource management information system. In the 2006 and 2007, aspects of desired results, leadership ability (skills) and some elements of costs formed part of the

consideration. In 2011 for example, an aspect of protection of information from pilferaging came forth with the need for strong and clear information protection policies which were not there in late 1990s and the early part of 2000s.

### **Research Gaps**

There was very little research done in Kenya on factors hindering adoption of integrated human resource management information system particularly in the Civil Service. However, there were some scanty studies done on the same in the private sector. It was evident from the literature review that adoption of integrated system was picking up very strongly among the locally established international organizations and also in a few stable government co-operations. The literature review indicated that there was relationship between service delivery and integrated human resource management information system, however, the field has remained elusive and an under-researched phenomenon.

### **Research Methodology**

#### **Research Design**

A research design is an arrangement of conditions for collection and analysis of data in a way that combines their relationship with the purpose of the research to the economy of procedures (Chandran, 2006). The study therefore adopted descriptive research design because such a design concerned with describing the characteristics of a particular individual or of a group. Descriptive research design also concerned with specific predictions and with narration of facts and characteristics concerning individual, group or situation (Kothari, 2009).

#### **Population**

The population for the study generally comprised the civil servants from three Ministries and one Government Department working in Nairobi. These included two thousand five hundred and sixty two (2,562) officers from the Ministry of Medical Services, four hundred and seventeen (417) officers from Ministry of Information and Communication, one thousand nine hundred and sixty seven (1,967) officers from Ministry of State for Immigration and Registration of Persons and forty one (41) officers from the department of e-Government.

#### **Instruments for the Study**

The study used questionnaires to collect quantitative data from the middle managers of each Ministry/Department while interview schedules were used to collect both quantitative and qualitative data from the top level managers of each Ministry/Department. Questionnaires were appropriate for this study because of the cost effectiveness of the method. The method was also free from any form of bias from the interviewee recording his/her own opinions because the answers were in the respondent's own words/opinions and it also provided the respondents with ample time to give well thought out answers. On the other hand, the study used interview

schedules to be able to have deep and extensive inquiries with the respondents which could lead to fairly reliable results (Sommer & Sommer, 2002).

In this study, the independent variables included organization leadership, resources, government policies and technology. Multiple correlation analysis would answer the following question:

a) Do the entire set of independent variables; organizational leadership, resources, government policies, and technology significantly hinder dependent variable; integrated human resource management information system? The regression equation for multiple correlations is therefore given by;  $Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e$ . Where; Y is the dependent variable (integrated human resource management information system).  $\alpha$  = Constant (represents a scenario in which there is no relationship between X1, X2, X3 and Y) and where  $X^1$  = organizational leadership,  $\beta^1$  = regression coefficient of variable  $X^1$  and  $e$  = Error term. The test for significance of coefficient of multiple correlations would be determined by the use of F test. This test would check the significance of the whole regression model with the prediction that all the independent variables that is organizational leadership, government policies and technology have no hindrance on dependent variable hence;  $\beta_1 = \beta_2 = \beta_3 = 0$  and the alternative prediction is that at least one of the independent variable is not equal to zero that is;  $\beta_j \neq 0$ ;  $j = 1, 2, 3$ . The prediction would be rejected if  $F_{cal} \geq F_{crit}$  hence concluding that at least one of the partial regressions;  $\beta_1, \beta_2$ , or  $\beta_3$  is not equal to zero and therefore the overall model is significant.

b) Does organizational leadership hinder adoption of integrated human resource management information system for service delivery in civil service in Kenya? To answer this question the relationship between organizational leadership and integrated human resource management information system would be determined by use of regression equation;  $y = \alpha^1 + \beta^1 x^1 + e$  where y is integrated human resource management information system,  $x^1$  is the variable organizational leadership and  $\beta^1$  is coefficient of correlation.

## Data Analysis and Findings

### Leadership Innovation Theory

When asked the question whether the respondent used instinct to solve problems in situations of confusion, about sixty nine percent (69%) of them agreed while twenty five percent (25%) others disagreed. About six percent (6%) of the respondents declined to declare their opinion. However, according to Bill, Bishop and Walker (2006) in chapter two of the literature review, they observed that the number one skill of an effective manager is problem solving expertise followed by innovative leadership ability. As Lehr (2013) observed that instincts (emotions) served an evaluative function and not problem solving and as the study indicated above that the majority (69%) of the respondents agreed that they used instincts to solve problems in situations of confusion, was a clearly indication that the majority of them were able to evaluate functional

requirements to assist in problem solving in the Civil Service instead of using innovative leadership approach which would enhance adoption of integrated human resource management information system for service delivery in the civil service in Kenya.

### Leadership Knowledge Theory

About ninety four percent (94%) of the respondents who answered the question whether they varied approaches when handling situations either agreed or strongly agreed. The other three percent (3%) were undecided and another three percent (3%) of them either disagreed or strongly disagreed. Carmeli (2013) observed that leader supportive behaviors were directly and indirectly related, through both internal and external knowledge sharing, to employee creative problem-solving capacity. He further noted that knowledge sharing was crucial because it enables leaders to capitalize on existing knowledge bases residing within and out-side the organization, thus enhancing their capacity to come up with creative solutions, and enabling their organizations to develop new platforms for the introduction and development of new changes in their operational systems. Based on Carmeli's argument and the view of the majority (94%) of the respondents who indicated they varied approaches when handling situations together would enhance adoption of integrated human resource management information system for service delivery in the civil service in Kenya.

### Leadership Flexibility Theory

The majority of the respondents, about ninety one percent (91%) either agreed or strongly agreed that they were capable of using a wide range of approaches depending on situation to be solved; five percent (5%) of them remained undecided while the other three percent (3%) disagreed. According to Yukl, a flexible, adaptive response by leaders is especially important when there was information that a prior decision or strategy was not working as expected and was likely to fail if adjustments were not made in a timely way. He further emphasized that the research on crises and major external changes provided some additional insights about flexible and adaptive behavior. It was not only a matter of reacting to immediate crises in a confident and decisive way but it was also important for leaders to identify potential problems and take steps either to avoid them or to prepare for them (Yukl, 2005).

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.131	.017	.008	1.064

a. Predictors: (Constant), Rate at which organization leadership hinders adoption of integrated HRMI system.

**Table 2: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.166	1	2.166	1.912	.170
	Residual	123.474	109	1.133		
	Total	125.640	110			

a. Predictors: (Constant), Rate at which organization leadership hinders adoption of integrated HRMI system.

b. Dependent Variable: Factors hindering adoption of IHRMIS for service delivery in Civil Service in Kenya.

The prediction was that all independent variables have no hindrance on dependent variable hence  $\beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$  hence prediction would be rejected if  $F_{calc} \geq F_{crit}$  hence concluding that at least one of the partial regressions,  $\beta_1, \beta_2, \beta_3$  or  $\beta_4$  was not equal to zero and therefore the overall model was significant. It was observed from the above table that the  $F_{calc} \geq F_{crit}$  ( $1.912 \geq 0.170$ ) therefore since F-calculated was greater than the F-critical, the prediction that all independent variables have no hindrance on dependent variable was rejected and concluded that not any of the partial regressions,  $\beta_1, \beta_2, \beta_3$  or  $\beta_4$  was equal to zero therefore the overall model was significant.

**Table 3: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.864	.262		7.115	.000
	Rate at which organization leadership hinders adoption of integrated HRMI system	.122	.088	.131	1.383	.170

a. Dependent Variable: Factors hindering adoption of IHRMIS For service delivery in civil service in civil service in Kenya.

From the above table, it was observed that  $t_{calc} \geq t_{crit}$  ( $1.383 \geq 0.170$ ) for the variables organizational leadership. Since t-calculated was greater than t-critical then the prediction that organizational leadership have no hindrance on the adoption of integrated human resource management information system for service delivery in the Civil Service in Kenya was rejected hence there was hindrance at five percent (5%) level of significance.

## Conclusions

The researcher draws various conclusions from the study as described hereon in relation to the above; just as observed by Amor (2005) in his study on organizational leadership which indicated that various leadership forces/factors influenced changes in human resource strategies and directions which intern hinder adoption of change. The adoption of integrated human resource management information system for service delivery in the Civil Service in Kenya might face similar challenges since it was noted that there were some elements of rigidity in the leadership in the Civil Service in Kenya. However, with only two percent (2%) of the respondents indicating disagreement in using suitable approaches in solving problems, it would be much easy to change perception of this group of individuals hence minimizing level of hindrance to adopt the integrated system in the Civil Service.

## Recommendations

There is need for training and sensitization among civil servants for them to appreciate the benefit of adopting integrated human resource management information system for service delivery in the Civil Service. The Government should organize international trips for the top level managers to countries where adoption of integrated human resource management information system has succeeded. The Government should consistently make public the gains already achieved in relations to service delivery through adoption of integrated human resource management information system by its state corporations.

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