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EXPLORING LINE MANAGERS' PERSPECTIVE ON THE EFFECTS OF ORGANISATIONAL FACTORS ON THE IMPLEMENTATION OF HRIS: A SURVEY IN THE MMDAS IN THE UPPER WEST REGION OF GHANA

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ABSTRACT

This study explored the line managers' perspective on the organizational factors affecting the implementation of the Human Resource Information System (HRIS) in the Metropolitan, Municipal and District Assemblies (MMDA'S) in the Upper West Region (UWR) of Ghana. In order to accomplish the purpose of the study, five organizational factors were explored from literature namely: Top Management Support, Financial Resources, Training, Relative Advantage and Change Management. Data was collected through a questionnaire. 187-line managers were purposively selected from the eleven MMDA's in the UWR of Ghana. Data was analyzed using Statistical Package for Social Software (SPSS). The study concluded that, Top Management Support, Financial Resources, Training, had a moderate level of acceptance as factors that affect the implementation of the HRIS whereas Relative Advantage and Change Management had a low level of acceptance. The study also concluded that Top Management Support, Relative Advantage had correlation with Effectiveness whereas Financial Resources, Training, Change Management had no correlation with the Effectiveness. The study recommended that top management must support and provide enough financial resources in the implementation of the HRIS.

Keywords: Human Resource Information System, Organisational Factors, Implementation.

INTRODUCTION

The advent of Information and Communication Technologies (ICT) has altered the functions of Human Resource Management (HRM) (Sutrisno, 2023) and this has led to the development of an ICT tool known as Human Resource Information Systems (HRIS). Alkashami (2023) claimed that, HRIS is a software or web-based solution that covers the data entry, tracking and insight requirements of HR, payroll, management and accounting tasks in an organization. Esangbedo et al. (2021) assert that HRIS is “an integrated system that assists with the planning and controlling of employees by aligning them with the organization so that they efficiently work for the organization.” Wangui (2020) articulates that, the HRIS is a technology-enabled system that gathers, saves, customizes, analyses, retrieves and shares useful HR information. HRIS supports to the modernization and development of the HR function by utilizing the most advanced technical equipment and systems (Satispi et al., 2023).

Public and private sector organisations are increasingly relying on HRISs to increase the efficiency of HRM by automating Human Resource (HR) processes (Alkhwaldi et al., 2022). In the Ghanaian context, the Public Service Commission (PSC), in accordance with the Public Financial Management Reforms (PFMR), requires all organizations under its jurisdiction to install a Human Resource Management Information System (HRMIS) to ensure effective Public Financial Management (PFM) (Kyei-Mensah-Bonsu, 2019). Also, the Local Government Service (LGS) requires all MMDAs to implement HRMIS to improve employee evaluation and performance reviews. This component was part of the Financial Agreement reached on 16th September, 2011 between the European Commission and the Government of Ghana which was part of the Decentralization Support Programme (Local Government Service-Ghana, 2014).

The purpose of the HRMIS application was to allow the Local Government Service Secretariat (LGSS), Regional Coordinating Councils (RCCs), and MMDAs to make effective and efficient HRM decisions based on credible, accurate, and dependable data originating at the local level (Kessey, 2015). Zaman (2020) upholds that, HRIS helps to streamline everyday tasks, manage employee benefits, reduce paperwork, physical record keeping, and track the progress of all individual and job-related employee data.

Despite the aforementioned benefits of the HRIS, organizations in developing countries are confronted with challenges in the implementation of the HRIS (Naveed & Suhail, 2022). Ololade et al. (2023) posited that, the challenges affecting the implementation of HRIS include management fear, employee privacy concerns, internal organisational opposition and conversion expenses. According to research, a key impediment to successful implementation of Information Technology (IT) is lack of acceptance and usage of IT by users (Perera & Jayawardana, 2022). Alam and Kashem (2022) opined that, factors affecting the implementation of HRIS includes leadership, planning and change management. Dey and Saha (2020) found that insufficient financial backing, senior management resistance and culture as important factors affecting HRIS implementation. Yagneshnath and Shankarra (2020) outlined the challenges of HRIS implementation to include: employee’s sense of ownership and accountability, unreasonable expectations from top management, change management for process improvement, training needs, establishing the appropriate IT infrastructure for configuration and data transformation and quality support and timely maintenance

Following the afore-mentioned challenges, studies are geared towards addressing the dynamic nature of HRIS implementation (Zhou et al., 2022). Majority of these studies has been conducted in developed countries (Al-Dmour & Zu'bi, 2014; Ngai & Wat, 2006), such as United Kingdom and other European countries (Panayotopoulou et al., 2007) whiles studies in the developing countries are limited (Al-Dmour et al., 2017; Dmour et al., 2015) and Ghana is no exception.

Besides, studies are generally explored on the factors affecting the implementation of HRIS, specific exploration of the organisational factors affecting the implementation of HRIS has not been addressed much in the literature. Matimbwa and Masue (2020) researched on the organisational factors affecting the effectiveness of the HRIS. Some scholars also discovered organisational factors on related areas. For instance, Hussein et al. (2007) conducted a study on the influence of organisational factors on IS success in e-government agencies in Malaysia. Barzekar and Karami (2014) also carried out a study on the Organizational factors that affect the implementation of information technology in Iran. Rezaei et al. (2009) also assessed the impact of organizational factors on Management Information System (MIS) success in Iran.

In the Ghanaian context, the study is unaware of any empirical study exploring the organisational factors affecting the implementation of the HRIS. The study therefore is geared at filling the above-mentioned gaps by captivating realm of HRIS in the MMDAs in the UWR of Ghana. Therefore, the study is guided by the following objectives.

1. To assess the level of acceptance of the Organisational factors affecting the implementation of the HRIS.
2. To explore the relationship between the organisational factors and the acceptance of the HRIS.
3. To determine the relationship between the organisational factors and the effectiveness of the HRIS.

THEORETICAL UNDERPINNING

Technology-Organisation-Environment (TOE) Framework

The TOE has been used in the IS literature to describe the implementation and uptake of innovation (Pillai et al., 2022). TOE framework erupted in 1990 by Tornatzky et al. (1990) as cited in Neumann et al. (2022). TOE is a “generic” theory of organisational technology adoption, implementation and post-adoption dissemination (Khayer et al., 2020). The TOE framework is composed of three components that have direct effect on the technological adoption and implementation (Dachyar et al., 2019). Valcik, Sabharwal, Benavides, et al. (2021) point out that, HRIS implementation in the public sector is driven by Technological, Organisational and Environmental (TOE) variables Handayani and Mahendrawathi (2019) state that the TOE framework governs how the organisation drives the implementation of innovations. Baig et al. (2021) in a study justified that TOE has been used by many researchers to assess the factors that affect innovation in firms.

In the same line, Mathur (2022) pronounces that the TOE framework is a highly flexible framework used by organisations or individuals to respond to new ideas, technologies and inventions. Ergado et al. 2021; Wang and Chiou (2020) also indicate that the TOE is an influential model that exposes most of the factors that affect the implementation of ICT. Kulkarni and Patil (2020) correspondingly advance that the TOE model identifies the factors

that influence the adoption and implementation of technological innovation at the corporate level. This study therefore adapted the organizational Component of TOE model which informs the theoretical foundation of the study.

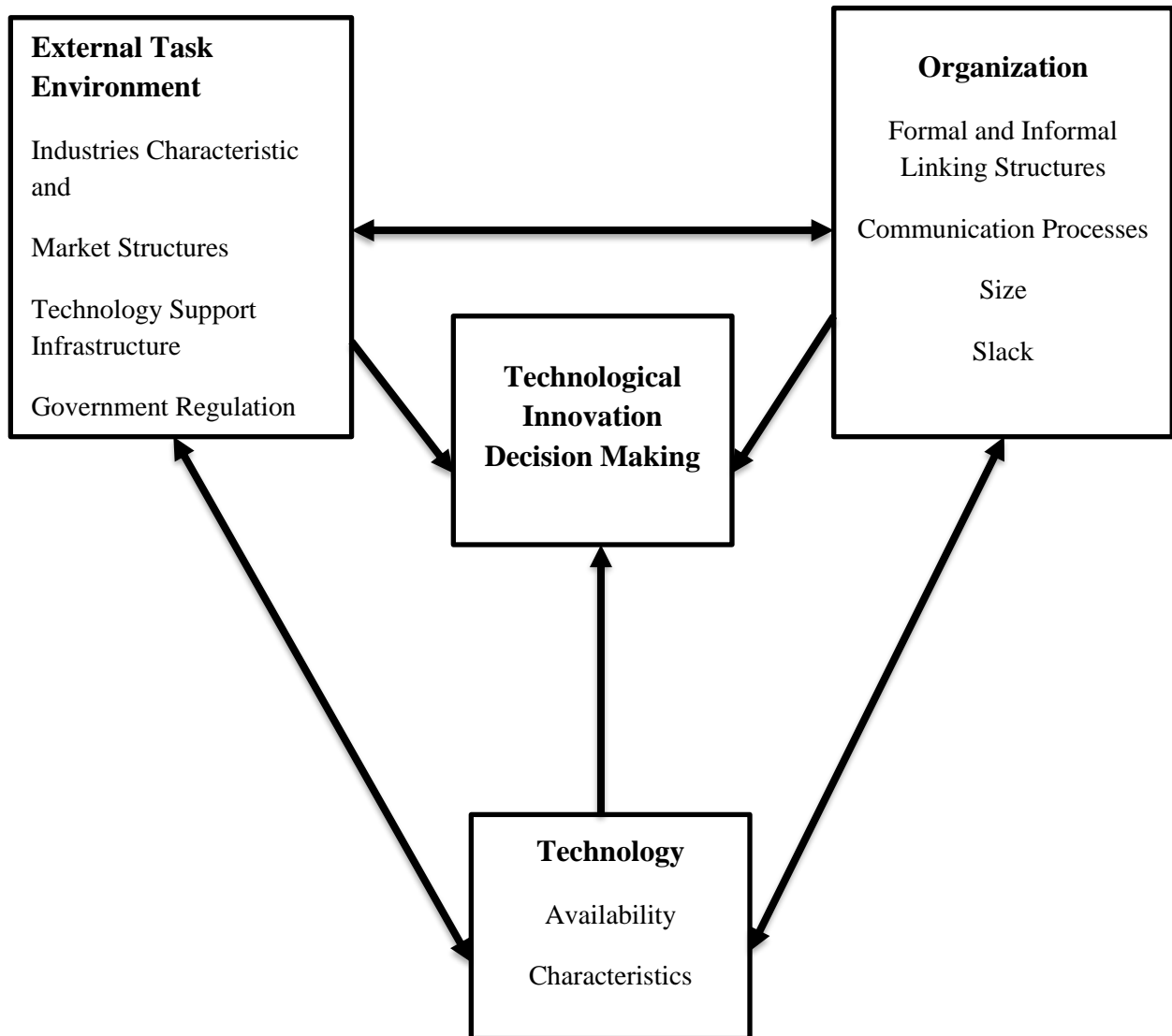


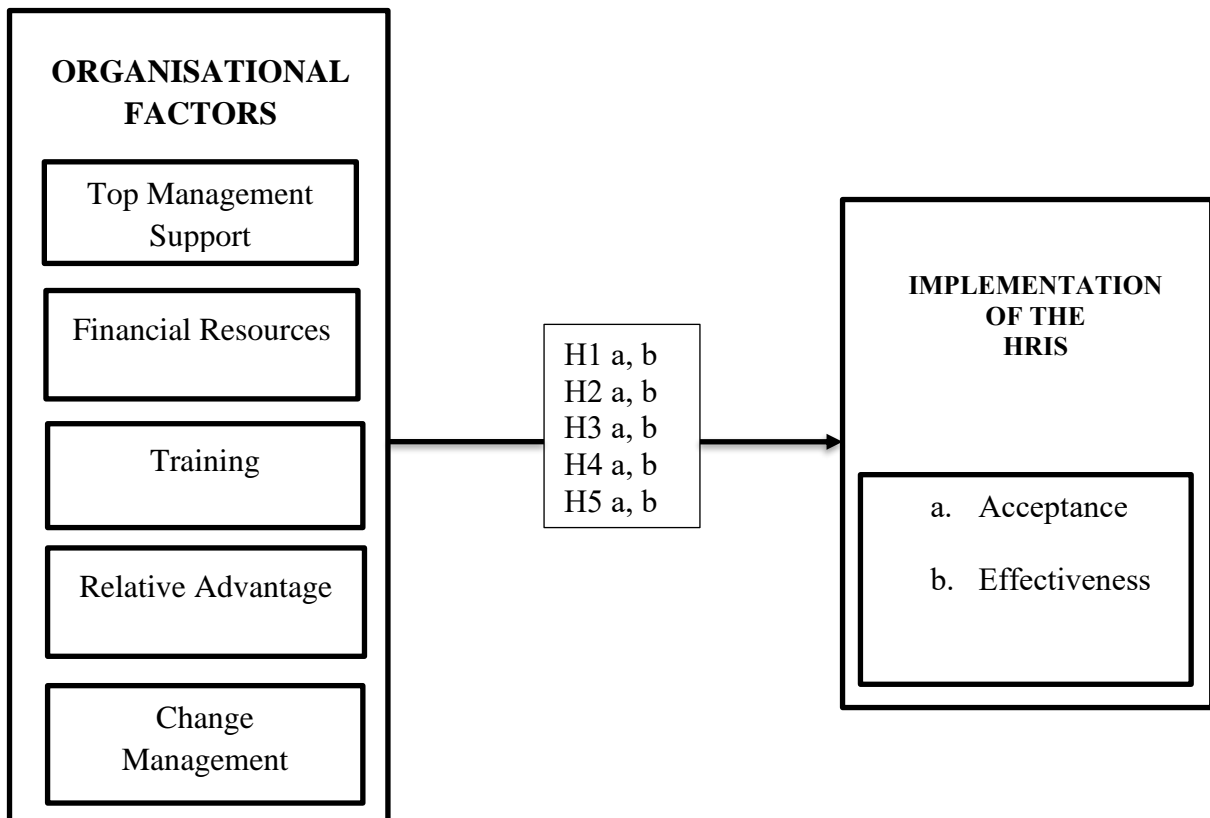
Figure 1: Technology-Organisation-Environment (TOE) framework

Source: Tornatzky et al. (1990)

CONCEPTUAL MODEL AND HYPOTHESES

The study explored the perspectives of line managers on the organisational factors affecting the implementation of HRIS. The study conceptualized and operationalized some selected variables after a thorough literature reviewed. These variables were used under the organizational construct adapted from the TOE model. The variables explored and used in the study are Top Management Support (Al-Dmour et al., 2017), Financial Resources (Mokomane & Potgieter, 2020), Training (Dida, 2021), Relative Advantage (Amoako et al., 2023), and Change Management (Nugroho et al., 2022). The implementation of the HRIS consist of two variables namely: Acceptance (Rath & Das, 2020) and Effectiveness (Dey & Saha, 2020). Figure 1 below presents the conceptual framework of the study. The study developed this framework with

directed line specifying the relationship between the organisational factors and the implementation of the HRIS.



Source: Author's Construct (2024)

Organizational Factors

The framework highlights the organizational factors affecting the implementation of the HRIS. The variables used under the organizational factors are: Top Management Support, Financial Resources, Training, Relative Advantage and Change Management. The variables also used under the implementation of HRIS are acceptance and effectiveness.

Top Management Support examines top management impacts on the acceptance and effectiveness of HRIS implementation. As defined by Lutfi (2020), Top Management Support is the assistance that upper-level management offers for the acceptance and deployment of innovative technologies for business reasons. Memon et al., (2022) assume that, the HRIS activities necessitate a high degree of involvement from Top Management because they must make decisions on the adaptation and deployment of HRIS. Therefore, the following hypothesis were posited:

H1a: Top Management Support has significant influence on the Acceptance of the HRIS.

H1b: Top Management Support has significant influence on the Effectiveness of the HRIS.

Financial Resources was a critical factor in this exploration. It investigates the significance of adequate funding for HRIS implementation and its impact on the overall success of the system. Nikopoulou et al. (2023) state that, the availability of funds refers to the finances available for digital technology adoption and implementation in the organisation. Naweed and Suhail (2022) also agree that lack of Financial Resource hamper the implementation, upgrading and operation of a fully functional HRIS system. These hypotheses were posited:

H2a: Financial Resource has significant influence on the Acceptance of the HRIS.

H2b: Financial Resource has significant influence on the Effectiveness of the HRIS.

Training was also covered under this construct. Employee preparedness to adopt and use HRIS is determined in part by training. Training is defined as “a planned process to modify attitude, knowledge or skill behaviour through a learning experience to achieve effective performance in any activity or range of activities” (Commission et al., 1981). Arifin and Tajudeen (2020) also direct that, training improves the expertise of IT professionals and HRIS users, as well as their ability to administer and use a system. In view of these, the following hypotheses were posited:

H3a: Training has significant influence on the Acceptance of the HRIS.

H3b: Training has significant influence on the Effectiveness of the HRIS.

Relative Advantage was explored under this construct. Relative advantage is defined as “the degree to which an innovation is perceived as being better than the idea it supersedes”(Jensen, 2020; Rogers, 2003). Olechnowicz et al. (2021) proclaim that the degree of Relative Advantage is frequently represented in terms of economic profitability, social prestige, or other advantages such as time, effort savings and cost savings. The following hypotheses were posited in the regard:

H4a: Relative Advantage has significant influence on the Acceptance of the HRIS.

H4b: Relative Advantage has significant influence on the Effectiveness of the HRIS.

Lastly, Change Management is a fundamental factor operationalized under this construct. Change Management is described as “a disciplined framework for driving business results by changing behaviors” (Nelson & Aaron, 2005). Dida et al. (2021) point out that Change Management is the capacity of an organization to progressively execute changes such that all stakeholders accept them. Therefore, the study hypothesized that:

H5a: Change Management has significant influence on the Acceptance of the HRIS.

H5b: Change Management has significant influence on the Effectiveness of the HRIS.

Implementation of the HRIS

The study used acceptance and effectiveness under this construct. Acceptance of the HRIS is one of the major dependent variables used under the implementation of the HRIS. Acceptance is a perceptual phenomenon that involves assessing new experiences and making a final choice about the merits and drawbacks of that encounter (Safi et al., 2018). The main obstacles in the implementation of HRIS is end-user non-acceptance of HRIS (Afifah & Sary, 2020). Effectiveness is a measure of how well the learning objectives have been met (Handayani, 1990). Effectiveness is the result of measuring the achievement of the predetermined goals (Masriah, 2021). The use of HRIS is intended to increase effectiveness, either in relation to data accuracy or by adopting technology to automate operations (ElNakib et al., 2021).

METHODOLOGY

The study embraced quantitative research approach in order to achieve the study’s objectives. According to Taherdoost (2022), quantitative research is a way of explaining and describing events by using numeric data acquired from investigations. The study was also guided by positivist paradigm which according to Colville (1981) is a philosophical position in sociological study which claims that, knowledge about a social phenomenon may be seen, quantified and documented in the same manner in natural science. The target population of the study was line managers in the eleven (11) MMDAs in the UWR of Ghana. The sample size

consists of 187-line managers in the eleven (11) MMDAs in the UWR of Ghana. Each MMDA consists of 17-line managers. The study used non-probability sampling technique specifically purposive sampling. Primary data was collected using a questionnaire. Secondary data such as previous publications-articles, books, document reviews and corporate reports, MMDA's brochures, websites and the LGS HRMIS manuals were used in the study.

Statistical Package for Social Scientists (SPSS) software was used to analyze and report the study's findings. Data interpretation was done in the study by employing descriptive statistics such as frequency distribution to describe the frequency of each distinct value of a variable using numbers and percentages. The study also relied on Bakker (2010) to determine the level of acceptance of the organization factors affecting the implementation of HRIS, He indicated that, the overall mean values range between 1.00 and 2.32 indicate a low degree of acceptance, overall mean values between 2.33 and 3.66 indicate a moderate level of acceptance and overall mean values between 3.67 and 5.00 show a high level of acceptance.

The study used Spearman bivariate correlation to enable the study test the research hypotheses. The study rested on Hinkle et al. (2003) to determine the correlation weight of all established hypotheses. He defines that, the overall size of correlation values ranges between 0.90 to 1.00 (−0.90 to −1.00) indicate a very high positive (negative) correlation, overall size of correlation values between 0.70 to 0.90 (−0.70 to −0.90) indicate high positive (negative) correlation, overall size of correlation values between 0.50 to .70 (−0.50 to −0.70) show a moderate positive (negative) correlation, overall size of correlation values between 0.30 to 0.50 (−0.30 to −0.50) indicate Low positive (negative) correlation and overall size of correlation values between 0.00 to 0.30 (0.00 to −0.30) show a negligible correlation. The unit of analysis was at the individual level. The scale of measurement used in this study was the Likert scale.

RESULTS AND DISCUSSION

Response Rate

The study purposely sampled 187 respondents from eleven (11) MMDAs in the UWR of Ghana. The questionnaires were administered to a total number of 187 respondents. A total number of 184 questionnaires were completed and returned to the researcher, which amounted to a response rate of 98% ($184/187*100$) and 3 questionnaires were not returned amounting to 2% ($3/187*100$). The above stated responses were good enough to make inferences for the study. The results are indicated in Table 1 below

Table 1
Response Rate

Responses	Frequency	Percentage
Duly filled and returned	184	98
Not returned	3	2
Total	187	100

Demographic Characteristics of Respondents

This part highlighted data on the demographic characteristics provided by the respondents in the eleven (11) MMDAs in the UWR of Ghana. The characteristics used under this study included Gender, Age, Qualification, Work Experience and Status of the MMDAs (see Table 2).

Table 2

Demographic Characteristics of Respondents

Demographics	Demographics	Frequencies	Percentages
Gender	Male	147	80%
	Female	37	20%
	Total	184	100%
Age	20-30	22	12%
	31-40	118	64%
	41-50	28	15%
	51-60	16	9%
	Over 60	0	0%
	Total	184	100%
Qualification	HND	8	4%
	Degree	116	63%
	Masters	60	33%
	Ph.D.	0	0%
	Total	184	100%
Work Experience	1-4	58	32%
	5-10	82	45%
	10 Above	44	24%
	Total	184	100%
MMDA Status	District	116	63%
	Municipal	68	37%
	Metropolitan	0	0%
	Total	184	100%

The results of the demographic characteristics from table 2 above showed that: On Gender, majority of the respondents were males representing 80% (N= 147) and minority of the respondents were females representing 20% (N=37). Also, results on the ages brackets of the respondents showed that, ages between 31- 40 years represented 64% (N=118), ages between 41-50 years represented 15 % (N=28), ages between 20-30 years represented 12% (N=22), ages between 51-60 were 9% (N=16) and none fell above 60 years. Furthermore, the results again revealed that, in terms of qualification of the respondents, majority of the respondents had first degree representing 63% (N=116), 33% (N=60) of the respondents having masters, 4% (N=8) of the respondents having HND and none of the respondents had a Ph.D. It was also disclosed that majority of the respondents having work experience between 5-10 years represented 45% (N=82), 1- 4 years representing 32% (N=58) and 11 and above represented 24% (N=44). It is also clear from the results that, 63% (N=116) of the MMDAs were District assemblies while 37% (N=68) were Municipal assemblies in the Upper West Region of Ghana.

Level of acceptance of the organizational factors affecting the implementation of the HRIS

The Organisational factors used under this objective were five (5) variables namely: Top Management Support, Financial Resources, Training, Relative Advantage and Change Management. The respondents rated their level of agreement and disagreement to determine the Organisational factors affecting the implementation of the HRIS. The results are in table 3 below.

Table 3
Level of Acceptance of the Organizational Factors

Organisation	SD		D		U		A		SA		M	STD
	No	%	No	%	No	%	No	%	No	%		
Top Management Support	12	6.5%	63	34.2%	23	12.5%	51	27.7%	35	19%	2.8	1.3
Financial Resource	9	4.9%	74	40.2%	16	8.7%	66	35.9%	19	10.3%	2.9	1.2
Training	1	0.5%	83	45.1%	19	10.3%	70	38%	11	6%	3.0	1.0
Relative Advantage	4	2.2%	19	10.3%	16	8.7%	86	46.7%	59	32.1%	2.0	1.0
Change Management	0	0%	0	0%	11	6%	75	40.8%	98	53.3%	1.5	0.6

N=184

Result from Table 3 showed that, Top Management Support with respect to the statement that, Top Management Supports HRIS implementation, 75 (40.7%) of the total respondents disagreed while 86 (46.7%) agreed and 23 (12.5%) of the respondents were uncertain. Top Management Support has a mean of 2.8 and a standard deviation of 1.3. These results indicate that, Top Management Support was a factor that affect the implementation of HRIS at the MMDAs with moderate level of acceptance. The research's conclusions are congruent with the empirical findings of a study by Tawfik et al. (2022) who establish that, Top Management Support is a critical organisational factor that influences every organization's decision to implement a new technology or system.

On Financial Resource, regarding the statement that, Funds are not available for HRIS implementation, 83(45.1%) of the total respondents disagreed while 85 (46.2%) agreed and 16 (8.7%) of the respondents were uncertain. Financial Resource has a mean of 2.9 and a standard deviation of 1.2. The result from the study discovered that, Financial Resource is an enabling factor that affect the implementation of HRIS at the MMDAs with moderate level of acceptance. The conclusion of the study is consistent with the findings by Ngai and Wat (2006) who maintain that, the most significant impediment to implementation of HRIS is Financial Resources.

On Training, it is revealed that, 84 (45.6%) of the total respondents disagreed to the statement that, Lack of training impedes the HRIS implementation process while 81 (44%) agreed and 19 (10.3%) of the respondents were uncertain. Training has a mean of 3.0 and a standard deviation of 1.0. This indicate that, Lack of Training was not a factor that affect the implementation of HRIS with moderate level of acceptance. The study findings are inconsistent with the findings

by Quaosar and Rahman (2021) who claim that, one of the primary hurdles to HRIS implementation in Bangladesh is lack of training support.

On Relative Advantage, concerning the statement that, HRIS profitability aids the implementation process, 23 (12.5%) of the total respondents disagreed while 145 (78.8%) agreed and 16 (8.7%) of the respondents were uncertain. Relative Advantage has a mean of 2.0 and a standard deviation of 1.0. The results indicate that, Relative Advantage was a factor that affect the implementation of HRIS with low level of acceptance. The findings of the study are similar to the findings by Teo et al. (2007) who discovered that, Relative Advantage is a significant factor in adoption of the HRIS in organisations in Jordan.

On Change Management, with reference to the statement that, Users accepted change in HRIS implementation, 0 (0%) of the total respondents disagreed while 173 (94.1%) agreed and 11 (6%) of the respondents were uncertain. Change Management has a mean of 1.5 and a standard deviation of 0.6. Change Management was a factor that affects the implementation of HRIS with low degree of acceptance. The findings of the study are consistent with those of Dida et al. (2021) who claim that, Change Management is the most important component in ensuring that HRIS is fully implemented.

Correlation between organisational factors and acceptance

This part highlighted the hypotheses developed to answer objective two of the study. The organisational variables include Top Management Support, Financial Resources, Training, Relative Advantage and Change Management and these were assessed on acceptance under the implementation of the HRIS. The following hypotheses were developed and the results are presented below.

Table 4

Bivariate Correlation between Organisational Factors and Acceptance

Hypothesis	Correlation Weights	Correlation Coefficients (rho)	p-value	Hypotheses supported
H6a	B1→A	-0.074	0.321	Rejected
H7a	B2→A	0.015	0.837	Rejected
H8a	B3→A	0.018	0.803	Rejected
H9a	B4→A	0.301	0.000	Accepted
H10a	B5→A	0.115	0.119	Rejected

Note Sig at * $p < 0.05$, ** $p < 0.01$. B1: Top Management Support, B2: Financial Resource, B3: Training, B4: Relative Advantage, B5: Change Management, A: Acceptance

On hypothesis H1a, it was hypothesized that, Top Management Support has significant influence on the Acceptance of the HRIS. The results indicated that, there is negligible correlation between Top Management Support and the acceptance of the HRIS. This correlation is statistically significant since, the p-value is greater than the significance level at 5% ($\rho = -0.074$, $p\text{-value} > 0.05$). Hence, H1a was rejected. This suggests that, Top Management of the MMDAs may not give the maximum support in the activities of the HRIS. The findings are consistent with those of Wong et al. (1994) who argue that top management provides most significant support for system Acceptance.

On hypothesis H2a, it was hypothesized that Financial Resource has significant influence on the Acceptance of the HRIS. The results indicated that, there is negligible correlation between

Financial Resource and the acceptance of the HRIS. This correlation is statistically insignificant since, the p-value is greater than the significance level at 5% ($\rho = 0.015$, $p\text{-value} > 0.05$). Hence, **H2a** was rejected. This denotes that MMDAs may not have the funds to support the HRIS activities. This is similar to the findings of a study by Ifinedo (2012) who found that the availability of Financial Resources was not a key factor in increasing Internet-Electronic Business Technologies acceptability among the sampled SMEs in Canada.

On hypothesis H3a, it was hypothesized that, Training has significant influence on the Acceptance of the HRIS. The results indicated that, there is negligible correlation between Training and the acceptance of the HRIS. This correlation is statistically insignificant since, the p-value is greater than the significance level 5% ($\rho = 0.018$, $p\text{-value} > 0.05$). Therefore, H3a was rejected. This signifies that the employees of the MMDAs may not receive enough training to acquire the understanding and skills needed to easily use the system. The study's conclusions are unrelated to the findings of Aksoy and Sallam (2018) who explains that training has a considerable influence on the acceptance of HRIS and deployment.

On hypothesis H4a, it was hypothesized that Relative Advantage has significant influence on the Acceptance of the HRIS. It was found that, there is low positive correlation between Relative Advantage and Acceptance of the HRIS. This correlation is statistically significant since, the p-value is less than the significance level at 5% ($\rho = 0.301$, $p\text{-value} < 0.05$). Hence, H4a was accepted. It may be argued that the HRIS may have significant benefits over the present system, such as higher productivity, increased accuracy and more efficient operations. This finding supports the findings of the study by Park et al. (2022).

On hypothesis H5a, it was hypothesized that, Change Management has significant influence on the Effectiveness of the HRIS. The results indicate that, there is negligible correlation between Change Management and the acceptance of the HRIS. This correlation is statistically insignificant since, the p-value is greater than the significance level at 5% ($\rho = 0.115$, $p\text{-value} > 0.05$). Hence H5a was rejected. It may be argued that employees are not well informed of the new changes, may not understand the benefits of the new system and feel not supported throughout the transition. This contradicts with the findings of a study by Ali et al. (2021).

Correlation between Organisational Factors and Effectiveness

This part highlighted the hypotheses developed to answer objective three of the study. The organisational variables include Top Management Support, Financial Resources, Training, Relative Advantage and Change Management and these were assessed on effectiveness under the implementation of the HRIS. The following hypotheses were developed and the results are presented below.

Table 5

Bivariate Correlation Between Organizational Factors and Effectiveness

Hypothesis	Correlation weights	Correlation Coefficients (ρ)	p-value	Hypotheses supported
H6b	B1→B	-0.220	0.003	Accepted
H7b	B2→B	-0.112	0.129	Rejected
H8b	B3→B	-0.092	0.215	Rejected
H9b	B4→B	0.503	0.000	Accepted
H10b	B5→B	0.182	0.013	Accepted

Note Sig at * $p < 0.05$, ** $p < 0.01$ (2-tailed), B1: Top Management Support, B2: Financial Resource, B3: Training, B4: Relative Advantage, B5: Change Management, B: Effectiveness

On hypothesis H1b, it was hypothesized that, Top Management has significant influence on the Effectiveness of the HRIS. The results indicated that there is negligible correlation between Top Management and the effectiveness and is statistically significant since the p-value is less than the significance level ($\rho = 0.220$, $p\text{-value} < 0.05$). Hence, H6b was accepted. This denotes that, Top Management at the MMDAs may be supportive, ensuring that the HRIS deployment is adequately funded and resourced hence being effective in operations. These findings are consistent with the findings of Okwang 2020; Udekwe et al. 2021) as well as Jayadeva et al. (2022) who claim that HRIS effectiveness is dependent on strong support from management.

On hypothesis H2b, it was hypothesized that, Financial Resource has significant influence the Effectiveness of the HRIS. The results showed that, there is negligible correlation between Financial Resource and the effectiveness of the HRIS. This correlation is statistically insignificant since, the p-value is greater than the significance level at 5% ($\rho = -0.112$, $p\text{-value} > 0.05$). Therefore, H2b was rejected. This signifies that, MMDAs may cut corners or limit investment in the activities of the HRIS affecting its operations which may render it ineffective. The findings of the study support the findings by Reddick (2009).

On hypothesis H3b, it was hypothesized that, Training has significant influence on the Effectiveness of the HRIS. The results directed that there is negligible correlation between Training and the Effectiveness of the HRIS. This correlation is statistically insignificant since, the p-value is greater than the significance level at 5% ($\rho = -0.092$, $p\text{-value} > 0.05$). Hence, H3b was rejected. It may be argued that, MMDAs do not provide adequate training to ensure end-user confidence and ability to use the HRIS. Hence, the HRIS may be ineffective. The findings are not consistent with the findings of a study by (Matimbwa et al., 2021).

On hypothesis H4b, it was hypothesized that, Relative Advantage has significant influence on the Effectiveness of the HRIS. The results indicated that there is moderate positive correlation between Relative Advantage and the effectiveness of the HRIS and this is statistically significant since, the p-value is less than the significance level at 5% ($\rho = 0.503$, $p\text{-value} < 0.05$). Hence H4b was accepted. This symbolizes that, the MMDAs discern the benefits of the HRIS over the previous HR activities system. The findings of the study support the finding by (Imron et al., 2019).

On hypothesis H5b, it was hypothesized that, Change Management has significant influence on the Effectiveness of the HRIS. The results specified that, there is negligible correlation between Change Management and the effectiveness of the HRIS. This correlation is statistically significant since, the p-value is less than the significance level at 5% ($\rho = 0.182$, $p\text{-value} < 0.05$). Therefore, H5b was accepted. This implies that, MMDAs may not be passionate about the move from traditional HR practices to the new HRIS and this may result into ineffectiveness. This finding relates to that of a study by Krishnan and Singh (2007) who argue that, lack of adequate change management techniques and employee illiteracy in deployment are other important obstacles restricting the utilization of HRIS.

CONCLUSION

It was concluded that, Top Management Support, Financial Resources, and Training had a moderate level of acceptance as factors that affected the implementation of the HRIS whereas Relative Advantage and Change Management had a low level of acceptance. The study also concluded that Top Management Support, Relative Advantage had a correlation with Acceptance whereas Financial Resource, Training, Change Management had no correlation

with Acceptance. The study finally concluded that Top Management Support, Relative Advantage had a correlation with Effectiveness whereas Financial Resources, Training, Change Management had no correlation with the Effectiveness of the HRIS.

Recommendations

The study recommended that top management should support and provision of enough financial resources for the implementation of the HRIS. Adequate training and awareness should be offered to personnel in order for them to comprehend and embrace the HRIS, allowing for the smooth implementation of the HRIS process.

Research Contributions and Implications

Organizational Factors are significant predictors for the implementation of ICT in most organizations in this digital era. Different factors vary in their influence on each Technology, however. The established characteristics would be able to predict a successful implementation process. Debatably, the researcher is unaware of any study conducted in the study's context. Exploring the opinions of line managers on the influence of the organizational factors on the implementation of the HRIS may be the first of its kind hence, adds value to existing literature in the field of HRIS.

Methodologically, the research will contribute to the formulation of policies and regulations that will lead to the successful implementation of new technologies in the MMDAs. Practically, it will serve as a guide to guarantee the proper implementation of any new Information Technology at the MMDAs.

Limitations and Recommendation for Future Research

There are some limitations to this study.

This study was a cross-sectional survey exploring the perspectives of line managers on the organizational factors affecting the implementation of the HRIS at the MMDAs in the UWR OF Ghana. The study was carried out in Upper West Region of Ghana with respondents mainly from the MMDAs. The opinions gathered were mainly line managers of the MMDAs hence non-managerial staff were not part of the survey. Therefore, more research should be carried out considering all employees of the MMDAs to have a holistic position to aid generalization.

Furthermore, the current study's findings may not apply to other MMDAs in Ghana owing to differences in geographical locations, cultural or institutional features, economic, workforce numbers, internal business operations and procedures, among other factors. As a result, more research must be carried out in other MMDAs embracing different theoretical models of measurement to get a deeper knowledge of the problem and to support generalizability of the study findings.

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